ROYAL BC MUSEUM CORPORATION 2008-2009 ANNUAL REPORT

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ROYAL BC MUSEUM

Where the past lives.

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Contents

Message from the Chair and CEO to the Minister Responsible 2

Organizational Overview 4

Year in Review 6

We're More than a Museum 7

Sharing the BC Story 10

We're a Centre of Expertise 11

Key Initiatives and Highlights of 2008/09 12

Corporate Governance 19

Report on Performance 21

Progress Against Shareholder's Letter of Expectations 25

Financial Report 27

Appendix A: Acquisition and Deaccession Highlights 42

Appendix B: Research, Published Articles and RBCM Publications 45

Appendix C: Public Programs 47

RBCM Supporters ..... Inside Back Cover

Front cover: Garry Oak Meadow, Southern Vancouver Island, from the mural Splendid Diversity – 36 More Wonders of the World. *Artist, Carol Christianson, commissioned for* Free Spirit: Stories of You, Me and BC

We are the keepers of the BC story, the voice that tells us who we are as a people, where we've come from and why we matter.

ROYAL BC MUSEUM

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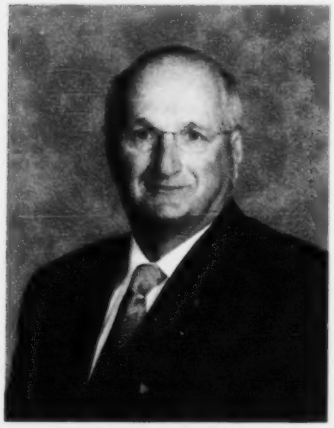
Message from the Chair and CEO to the Minister Responsible



David McMillan

Pauline Rafferty

On behalf of the Board of Directors of the Royal BC Museum Corporation, we are pleased to present the Corporation's 2008/09 Annual Report.

The Corporation enjoyed tremendous success last year in celebrating the 150th anniversary of British Columbia and in telling the story of this province. The Royal BC Museum Corporation (RBCM) was proud to take a leadership role in the province-wide celebrations. Through the creation of *Free Spirit: Stories of You, Me and BC*, the colourful stories of this land were collected, shared and celebrated through an on-site exhibition, a book, a DVD, an interactive website, two travelling tours and a nine-month program of cultural events that touched visitors in communities across the province. This exhibition welcomed over 300,000 on-site visitors; thousands more around BC enjoyed the travelling exhibitions and the website received millions of visits. The success of *Free Spirit* demonstrates the Corporation's ability to connect deeply with the wider British Columbia community.

In 2008/09 the Corporation made great advances in the quality and depth of its supportive partnerships. The recently established Development Department has succeeded in bringing new sponsors, donors and partners on board, and it has strengthened existing support networks. This department will continue to broaden the reach of the Royal BC Museum Corporation in its aim to establish significant and sustainable sources of funding.

Last year, the Corporation's net income was reduced to $0.02 million, as a result of a year of economic downturn and declining tourism. On-site visitors were 15% below forecast, resulting in a 15% reduction in admission revenue. This reduction was mitigated by an equal reduction in expenditures. Looking ahead, a decrease in the Corporation's forecasted operating grant of $0.628 million starting in 2009/10, combined with a continuing economic downturn will require a further reduction in program services and expenditures to address reduced revenue. Forecasts for future years are uncertain due to a weak economy and continued weakness in American visitation to BC.

Fiscal year 2008/09 saw our staff and executive working to develop a comprehensive vision that will chart the Corporation's course over the next 15 years. This vision lays the groundwork to guide the Corporation in revitalizing its physical plant, galleries, programs and visitor experience in order to become one of the foremost cultural institutions in the world. For the past 123 years the Royal BC Museum Corporation has collected and preserved British Columbia's stories; our vision sets the course to ensure the Corporation will continue to do so to the best of its abilities well into the next century – and beyond.

The Royal BC Museum Corporation is your institution – your museum and archives. It serves British Columbians and tourists as a leading cultural destination, contributing to BC's tourism economy. It serves the Province, its shareholder, by protecting for all British Columbians the artifacts, specimens and documents that tell the story of this province. The Corporation recognizes and values the ongoing support of the Province to fulfill its mandate.

The 2008/09 Royal BC Museum Corporation Annual Report was prepared by the Chief Executive Officer (CEO) and staff under Board direction in accordance with the *Budget Transparency and Accountability Act* and the *BC Reporting Principles*. The Board, through its direction to the CEO and its review of this report, which includes reporting on performance measures and targets, is responsible for the report and has confidence in its financial and performance-based information. The information presented reflects a complete and accurate account of the actual performance of the Royal BC Museum Corporation for the twelve months ended March 31, 2009 in relation to the *2008/09 to 2010/11 Service Plan* prepared in February 2008. The measures presented are consistent with the Corporation's mandate, goals and strategies, and focus on aspects critical to the organization's performance. All significant decisions, events and identified risks as of March 31, 2009 have been considered in preparing the report. The report contains estimates and interpretive information that represent the best judgment of management. Any changes in mandate, direction, goals, strategies, measures or targets made since the February 2008 *Service Plan* was released and any significant limitations in the reliability of data are identified in the report.

David McMillan
Chair, Board of Directors, Royal BC Museum Corporation

Pauline Rafferty
Chief Executive Officer, Royal BC Museum Corporation

ROYAL BC MUSEUM
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Organizational Overview

Enabling Legislation

The Royal BC Museum Corporation is a Crown Corporation. Created in 2003 under the *Museum Act*, the Corporation is responsible for the provincial museum, the provincial archives, Helmcken House, Thunderbird Park, Mungo Martin Big House (Wawadit'la), St Ann's Schoolhouse and the Netherlands Centennial Carillon.

Our Mandate and Core Business Areas

The *Museum Act* lists the purposes of the Royal BC Museum Corporation as:

- to secure, receive and preserve specimens, artifacts and archival and other materials that illustrate the natural or human history of British Columbia
- to hold and manage the archives of the government
- to increase and communicate knowledge of the natural and human history of British Columbia through research, exhibits, publications and other means
- to serve as an educational organization
- to develop exhibits that are of interest to the public
- to manage, conserve and provide access to the collection
- on the request of the government, to manage cultural and heritage facilities designated by the government and
- to perform functions usually performed by a museum and archives.

Our Vision

A transformed Royal BC Museum Corporation will become British Columbia's leading cultural centre. Our vision calls for major initiatives on-site, off-site and online. We will become a landmark physical site and virtual environment for debate, reflection and knowledge. We will bridge cultures, engage generations, and positively impact the lives of all people who share a connection to BC.

In realizing this vision, we will further our reputation as one of the pre-eminent cultural museums and archives in the world, inspiring British Columbians and global visitors to share a passion for BC and what it means to be British Columbian. In doing so we will open minds and enrich lives.

Our Mission

To explore and preserve British Columbia's human history and natural history, to inspire curiosity and wonder, and to share our story with the world.

Our Goals

- support collections that are representative of the human and natural history of BC
- be an organization that offers an exceptional standard of visitor welcome, hospitality and service
- be a sustainable, high-performing organization

Generations of history – Lower Mainland

"It's because real estate, like the people that live on it, is uniquely personal. When you've lived for a long, long time in one place, and generations of babies have been born and old people died, the spirits of your ancestors are there even if you don't believe in a spirit world. They live on in the minds of all those who knew them. Mine are in the hollow husk of a cedar fence post I found in last spring's clean up that my grandfather set the summer before he died, and in the curbing that outlines the old well where my mother hung for hours waiting for someone to come home and rescue her. It isn't so crazy after all. These are real and tangible things."

Quote from *The People's History Project*

Our Values

These fundamental beliefs and values guide the Royal BC Museum Corporation:

- **Visitor focused:** understanding our visitors' needs and placing them first
- **Excellence:** providing a high degree of interest by offering unique programs and services
- **Innovation:** embracing new ideas and processes to improve our services
- **Integrity:** in our work, our actions and our conduct
- **Responsible stewardship:** of the collections and information entrusted to our care.

Why the Public Needs the Royal BC Museum Corporation

The work we do is important to all British Columbians, now and in the future. Not only do we preserve and provide access to the provincial collection, we also share the province's natural and human history through informative programs and we support research to broaden the public's understanding and appreciation of BC heritage. We are an integral driver of tourism in British Columbia. And we're continually looking ahead at how best to develop and preserve our collections for future generations – so that the story of BC can be told for years to come.

Dance costume from the Shan-e-Punjab Dance School where young girls learn traditions of Punjabi dance and song. Giddha dances, with their village origins, allowed women to publicly express commentaries and social critiques of the world around them.
Giddha dress, India, 2006. RBCM 2007.63.1a-c

Year in Review

Etched into British Columbia's landscape – into the canyons, forests and coastlines of this majestic province – are the myriad stories of its land and people. The Royal BC Museum Corporation (RBCM) is proud to be the teller of these stories. Since 1886, the RBCM has collected, cared for and shared with others the history of British Columbia. We are the custodians, protectors and presenters of this history, and we share its meaning with the world.

But it's not just about history. It's about our current reality – and our future, too. And just as the stories of this land change and develop with the passage of time, so does the RBCM. Within this dynamic and vibrant place, our collection continues to reflect the changing face of British Columbia. New knowledge created through our research initiatives brings forth new understandings of the BC story. And every day, these stories are presented in new ways and with new meanings.

This past year not only saw the customary developments and successes that occur over a 12-month period at the RBCM; it also marked a change in the way we plan to move forward. A change in the way we do our jobs, in the way we interact with our public, and in the way we approach the future.

There is underway a renewal of the RBCM, from the inside out. We've got an influx of fresh ideas and young people who infuse our organization with new energy and new ways of seeing the world. We've embraced innovative technologies like never before. We're asking ourselves and others what a museum is and what it could be. We're looking ahead at where we want to be and what we want to achieve.

In another pivotal undertaking, we've drawn up a vision to guide the RBCM over the next 15 years, as we revitalize our physical plant and transform the visitor experience with our museum and archives on-site, online and around the province. In doing so, we will reach our full potential as a museum and archives for all British Columbians and continue to inspire visitors from the world over.

What's happening to make this shift? For one, our long-term, experienced staff members are passing their knowledge to new staff. These seasoned professionals have spent decades enriching and expanding our collections and knowledge base. Now, our new curators and collections managers are seizing every opportunity to learn from the men and women whose ideas have shaped more than a quarter century of historical and environmental research. Fortunately, many of our recently retired experts have returned to work alongside our new staff as research associates and mentors.

But all this cross-generational collaboration isn't just happening among our staff. We're putting it front and centre in our exhibitions, too. Take *Free Spirit: Stories of You, Me and BC* for example. The first thing visitors saw upon entering the exhibition gallery was The Party, an eclectic mix of people who've contributed to making British Columbia what it is today. From Kinney Starr to Chief Dan George, we're showing how our province has been shaped not only by previous generations, but by those still among us, too. And look at the poignant stories told by *War Brides: One-Way Passage*. For many, these heartening – and heart-rending – tales initiated a process of cross-generational discovery, bringing women of the Second World War together with their daughters and granddaughters. Empathy blossomed. Tears flowed. Conversations opened.

Yes, we're about honouring the past. We celebrate, assess and judiciously catalogue the present, too. But now, we're thinking about the future. Our major exhibition of 2008,

Serving the RBCM vision
At the RBCM, we serve our vision with the understanding that we do so for the current generation and every generation in the future. Sure, we collect and care for the past. But increasingly, we do so with our eyes looking forward.

Renewal and regeneration at the RBCM
Talk about coming full circle. When one of our curators retired from the RBCM recently, he was replaced with none other than his co-op student from a decade prior. These two researchers continue to work together, continually unfolding – and sharing with others – the BC story.

The Free Spirit *exhibition celebrated British Columbia, its people and its landscapes.*

Free Spirit, was indeed a story told of this province's past and present – but using new technology. We're ramping up the interactivity of our offerings, evolving alongside society and keeping pace with our community. This past year, our visiting students videoconferenced with kids half a continent away. *Evergreen Playland*, a compilation of archival BC travelogues, made part of our collections available on DVD. *The People's History Project* encouraged British Columbians to share their stories online, through written submissions, sound bites and video clips. We're exploring new ways of reaching – and engaging – our visitors.

We're More than a Museum

For those who figure the name "Royal BC *Museum*" sums us up, here's how Webster's Encyclopedic Unabridged Dictionary defines *museum*:

> *"A building or place where works of art, scientific specimens, and other objects of permanent value are kept and displayed."*

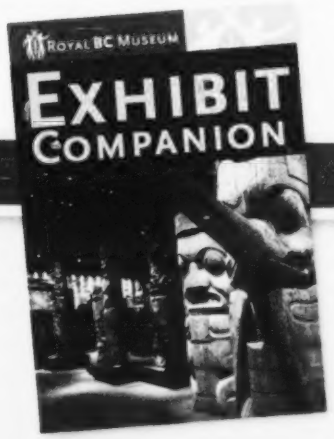
A workplace that spans generations

From our youngest junior docents who come on board to help out with special exhibitions to our most seasoned staff and volunteers, our workforce proudly spans five generations. The ever-changing nature of our work as a museum and archives attracts volunteers and staff with a wide range of talent and interests.

Display for the People's History Project in the Free Spirit *exhibition.*

That describes only part of what we do. We also:

- **are a hub of research.** Our scientists are constantly expanding knowledge about the cultural and environmental history of BC. From curators who comb beaches for specimens to the conservator who signs up for a stint of preservation work in Antarctica to researchers who spend their summer holidays studying plant distributions in alpine areas, we're a centre of scientific and cultural excellence.
- **hold the entire provincial history in our keeping,** of which we are reminded every time the police or RCMP go through our collections while investigating crime scenes or solving cold cases. Our archives are where British Columbians go when they're sleuthing out connections to their past.
- **are an international reference point for expertise.** People from all over the world use our collections to enrich their own scientific and historical research. This past year we had Irish, American and German



Not only did the RBCM publishing department experience its highest grossing year ever, but feature articles in both The Vancouver Sun *and the* Times Colonist *garnered exposure for the department, and for the Corporation as a whole. We put out excellent publications – and word is getting around.*

scientists looking at our bird fossils; Russians checking out Sea Urchins; Chileans studying Sea Cucumbers; and Japanese researchers examining Sea Lions.

- **demonstrate leadership for other organizations** through our business practices (we *are*, after all, one of BC's Top 50 Employers) and our green initiatives, which have been lauded by BC Hydro as being leaps and bounds ahead of comparable organizations.
- **facilitate connections between people**, as when RBCM experts organized an April 2008 symposium to bring together people who have studied Kwaday Dan Ts'inchi (Long Ago Person Found) since his discovery in a northern BC glacier in 1999; or when we helped people from different cultures create memory boxes to tell the stories of their ethnic backgrounds; or when we gathered together community members, experts and public figures to discuss timely topics through our popular Café Series. We're constantly connecting people and ideas.
- **reach out to people** not just in our physical buildings, but in their communities and homes – whether it be using technology to enhance visitors' enjoyment of our exhibits, encouraging grassroots contributions like *The People's History Project*, dispatching travelling exhibitions to bring our collections to the corners of the province, or waiving admission to the RBCM so thousands of schoolchildren can experience the stories of this land they call home.

The donor of this kimono was interned in BC with her family during World War II. She purchased it on a family visit to Japan, to help reconnect with her cultural identity. Kimono, Japan, ca 1955. RBCM 2007.37.1A-N

Carnivores of British Columbia *is the fifth in a series of six beautifully illustrated handbooks.* Free Spirit: Stories of You, Me and BC *sold over 2000 copies at bookstores across the province, pairing printed stories with DVD travelogues. The* Exhibit Companion *is a strong seller in the Royal Museum Shop.*

- **actively safeguard British Columbia's history.** We undertake major expenditures in order to make sure the provincial collections are adequately looked after. Improvements to our heating, ventilation and air conditioning (HVAC) systems got underway last year, and we're moving on improving our cold storage facilities. We've drawn up a fire suppression plan for parts of our cultural precinct, and work has begun on upgrading our elevators and other parts of our slowly decaying physical plant.
- **look to the future** by applying our insight from the past to our ecological prospects, by using technology to engage with our visitors, and by embracing – and publicly announcing – our vision of the RBCM of the future.

There's a lot more to the RBCM than our galleries and our ability to wow the crowds with blockbuster exhibitions like *Titanic* (2007) or *Eternal Egypt* (2004). Certainly, that's part of what we do – and it's the most visible part – but we're also working on a lot of other exciting activities.

Shan-e-Punjab celebrates Vaisakhi at the first "From the World to BC" special event.

Sharing the BC Story

The RBCM is committed to continuing to explore and share British Columbia's story with the world. Let's return to *Free Spirit* for an illustrative example. In both content and approach, *Free Spirit* was directly relevant to the community the RBCM strives to serve: the people of British Columbia. With an inclusive, multicultural approach to telling BC's story, the project:

- included voices from across a wide spectrum of time, place, culture and socio-economic backgrounds
- invited community participation through *The People's History Project* and public nominations suggesting which notable British Columbians should be included in the exhibition
- brought thousands of people together through public programs that provided for multicultural exchange through presentations and a Café Series that included discussion of relevant current issues
- addressed important current issues related to energy conservation, climate and environment through a conservation tour, as well as through the exhibition itself
- stimulated public discussion about identity
- placed a strong focus on 'history' that is recent and relevant to all ages, including stories of Terry Fox, the Raging Grannies, and a modern-day tree planter
- offered intriguing 'back stories' of numerous people and artifacts within the exhibition through a beautifully illustrated keepsake book.

And we're continually adding to that story. All around us, history is still happening – and we're building into our existing collections the events and discoveries of today so that 50 years from now, the RBCM collections will give a complete picture of what life was – and is – like in this spectacular province. Last year, our curators collected a Cambodian dance costume, a kimono, a Lehnga wedding outfit, Punjabi dance garments and Chinese opera regalia. From textiles to turntables,

"The Royal BC Museum consistently delivers an outstanding experience. Its thoughtfully planned, skillfully executed exhibitions and programs engage and inform visitors from BC and around the world."

Rod Harris, President & CEO, Tourism British Columbia

Thank goodness *someone*'s keeping track! Now and then, things go missing from the provincial records. Like misplaced library books, borrowed documents sometimes go unreturned for a long, long time.

It happened to William Stewart Drewry, one of Canada's foremost land surveyors. In 1929, as he was nearing retirement, Drewry was commissioned to survey a road on west Vancouver Island. A meticulous and thorough man, Drewry borrowed three field books from the Department of Lands that contained previous area surveys to help him formulate an accurate report. As legal property rights hinged on how accurately the land was surveyed, Drewry wanted to make sure he got it right.

He completed the survey, filed the field books carefully (and no doubt conscientiously) on his bookshelf...and got on with his retirement.

Fast forward 79 years. (Oops.) When, almost eight decades later, Drewry's granddaughter presented her family's records to the BC Archives, the field books were finally reunited with their proper government origins.

our acquisitions reflect not only how the province is growing and changing, but our dedication to ensuring the record is complete – and completely accurate.

There's nothing static about the RBCM, nor about the stories we tell. We're humbled, for example, by our scientists' discoveries that add another vital piece of the puzzle of the last Ice Age, proving that the task of finding the right answers is never complete. Like the history of British Columbia itself, the RBCM is continually evolving.

We're a Centre of Expertise

With researchers around the world eager to work alongside our scientists and with our collections, the RBCM stands out as a centre of expertise.

Through new discoveries, fresh faces and innovative approaches, we're evolving right alongside the rest of British Columbia. Things change quickly in today's world, and we work to stay on top of these shifts – to document them, and to make sense of them in the context of the wider culture. As research is released into the public realm, we make use of it to update and regenerate the stories behind our collections. It is our goal – indeed, it is our job – to make our exhibitions, galleries and publications accurate, informative and revealing of our province's history.

Often it's our own researchers who are adding to this ever-growing body of knowledge: after years of deliberate searching, one of our curators finally *found* that long-pursued mammoth tusk on a Vancouver Island beach. It's not like it was just sitting out in the open, waiting to be picked up. Had it not been for this curator's tremendous expertise in this area, the tusk would have blended in with the rest of the whitish lumps in the nearby cliff face. But through knowledge and perseverance he found it – and added it to the constantly shifting story of this province. Same thing for those curators whose years of tireless research into alpine flora in northern BC have contributed rich new understandings to glaciation patterns in this province's past. It's this incredible expertise that keeps adding to, enriching and renewing the BC story.

But our expertise isn't limited to our senior, more experienced staff. Just last spring a young curator was the first to find an ancient deer mouse jaw in Pellucidar II Cave – in the vicinity of the bear jaw she'd been the first to find a year prior. One of the newest members of our conservation team has just wrapped up a half-year work term in Antarctica, preserving artifacts from early 20th

New department streamlines our approach

Our new Collections, Research and Access Services division integrates the work of archivists, curators, conservators, collections managers and technology specialists into one united department: one department to oversee our entire collection, to serve one public in line with our single vision. It's a rather unifying experience.

century polar expeditions. Her expertise was selected over that of numerous applicants around the world.

And since we're on the subject of conservation, how about our two conservators who were contacted in rapid succession following a fire at Craigflower Manor, one of BC's oldest historic sites? When people's skill sets are so incredibly specialized that they know how to sew together fragments of 500-year-old squirrel fur robes or piece together a shredded document as weak as wet tissue paper, you *know* you've got expertise. Our conservation department has replaced outdated mechanical drum hygrothermographs (machines that measure temperature and relative humidity) with newer electronic data-logging equipment to better care for the collections. And a few of them acquired federal certification to use x-ray technology to ensure the collections are handled in the proper manner.

*Eek, a mouse! Ancient bones of a deer mouse (*Peromyscus*) have been recovered during recent excavations at Pellucidar II Cave on Vancouver Island. The tiny mouse jaw dates to approximately 12,000 calendar years ago. This mouse apparently lived alongside the enormous Giant Short-faced bear (*Arctodus*), as the bones of both animals were found in the same cave sediment. Unlike the mouse, the genus of which is now one of the most populous of the New World mammals, the Giant Short-faced bear went extinct at the end of the Ice Age.*

It's just another example of the many ways our reputation as an international centre of expertise benefits all British Columbians by preserving the collections for generations to come.

Key Initiatives and Highlights of 2008/09

Leading the Way for a Green Future

At the Royal BC Museum Corporation, we consider ourselves leaders in sustainability. But this isn't new thinking around here: we've been practicing good environmental stewardship for decades. As the keeper of BC's environmental history, we make it our business.

In partnership with BC Hydro, we have undertaken a thorough lighting system retrofit to improve energy efficiency. In 2008 we completed a comprehensive energy management assessment, and commissioned a greenhouse gas inventory and management strategy. We adopted a number of green technologies, including low-flush toilets, motion-sensor lighting and solar-powered trash compactors. We've taken innovative measures to power off late at night. We installed a state-of-the-art heating, ventilation and air conditioning (HVAC) system in our feature gallery to ensure energy efficient climate controls and to protect our collections.

We're paying attention to the little things, too. We read our emails instead of printing them. We take the stairs more often. We participate in Earth Hour. We don't buy bottled water.

Perhaps most importantly, 2008/09 saw the implementation of a Sustainability Policy and the creation of a Sustainability Committee at RBCM, which champions environmentally sustainable activities and projects within the organization.

"We all have a responsibility in caring for the planet, and the ingenuity of the Royal BC Museum in acting on that responsibility is commendable, inspiring, and deserving of acknowledgement."

Bev Van Ruyven, Executive Vice-President, Customer Care & Conservation, BC Hydro

Development Highlights

In 2008, the Development Department brought on board skilled people to increase its internal capacity for fundraising. In direct alignment with RBCM corporate priorities, the department's fundraising activities zero in on protecting the collection, enhancing programs and continuing to invest in an endowment fund.

In 2008/09 the RBCM clearly demonstrated its ability to attract new donors. Working in conjunction with the Friends of the Royal BC Museum Foundation, the Development Department's successful fall fundraising campaign coaxed new donors into the fold, upgraded existing donors – and far exceeded fundraising targets. In addition, the RBCM received key gifts from Robin Clarke of Butchart Gardens and from longtime supporters John and Joan Walton. These generous donations relate directly to our corporate priorities.

The Friends of the Royal BC Museum Foundation, a registered charitable organization, supports the RBCM by managing the Royal Museum Shop, membership programs and backing our fundraising initiatives. In addition to creating its own endowment to hold funds in perpetuity, the Foundation has the financial responsibility of managing philanthropic revenue in designated funds related to the Corporation's strategic priorities.

Fundraising efforts at the RBCM are closely linked to the vision that provides our framework for the future. A joint sponsorship program with BC Hydro took the *Free Spirit* exhibition out on the road and around the province, thereby achieving our goal of enhancing our outreach initiatives. Our grant writing efforts secured funds for improvements to the HVAC units in our feature exhibition gallery. This is a vital upgrade to maintain our Class A accreditation for holding Canadian cultural property and hosting feature exhibitions.

We are actively building support for new initiatives that move us toward becoming one of the world's foremost cultural institutions. We look forward to engaging our supporters in advancing the plans we've laid for this exciting future.

Visitor Experience Highlights

A New Plan for the Visitor Experience

Last year a significant collective effort went into the completion of a Visitor Experience Plan. It took us the better part of a year, and it involved every department in the RBCM. And in the end, we described a vision for a new visitor experience – not just with regard to exhibitions and programs but taking into consideration every interaction we have with our visitors. We're leading the way among Canadian cultural institutions for having such a complete roadmap of where we want to go in this area. We've drawn up an exciting plan that not only describes our aspirations for each aspect of the visitor experience, but also redefines our relationship with the visitor and establishes a new importance on being visitor-centered.

Exhibitions

Our staff members put a lot of effort into mounting outstanding exhibitions. We spend a great deal of time and energy laying the groundwork for projects that are one, two and even three years hence.

In 2008/09, while we hosted *Free Spirit: Stories of You, Me and BC*, many of our people were setting the stage for our largest feature exhibition of 2009. When *Treasures: The World's Cultures from the British Museum* unfolded in the spring of 2009, we were already planning our next project. And so it goes.

Fishing – Coastal

"Once upon a time, scores of salmon canneries dotted the coves and inlets of the BC coast. But with the introduction of improved boats and on-board refrigeration by the 1950s, the industry shifted canning operations to larger centres, thereby leaving the many cannery sites abandoned and derelict. But some of these sites lived on as summer gillnet stations, offering provisions, net maintenance and boat repair services to the fishermen."

Quote from *The People's History Project*

More than just an exhibition, *Free Spirit* was a project – a model for how we'd like exhibitions of the future to look. Created to mark the 150th anniversary of BC as a Crown Colony, *Free Spirit* saw us taking up two fundamental challenges: to reach out to all British Columbians, and to involve them in telling the stories of this province. Our creative solution was to create a six-part exhibition. In addition to the unique and entertaining gallery presentation of *Free Spirit*, we sent two projects around the province: the *CP Spirit of 150 Rail Tour* travelled across southern BC from Sparwood to Vancouver, sharing the BC story with more than 31,000 British Columbians in their own communities, and the *Free Spirit Conservation Tour* in partnership with BC Hydro touched more than 3500 people across the province. A richly illustrated book accompanied the project; with it was included a DVD of road trips based on travelogues from the '40s, '50s and '60s from our archival collections. The fifth component of the project was a series of cultural events largely focused on the question of identity. Finally – and perhaps most exciting – our first effort to tap our online community engaged over 3.5 million visitors through *The People's History Project*.

A family bundles up in furs and braves the cold for a photograph. Photo ca 1900 Quesnel and District Museum and Archives, photographer C.S. Wing.

On the theme of celebrating BC's sesquicentennial, the RBCM also hosted the touring photographic exhibition *Upstairs at Wah Lee's*. The exhibition presented a snapshot of Quesnel and its denizens at the turn of the 20th century.

In keeping with our goal to bridge generations and cultures and kickstart meaningful discussion about the BC story, we hosted the travelling exhibition *War Brides: One-Way Passage*. The RBCM enjoyed a tremendous response to this art exhibition that tells the story of Canadian women who married foreign servicemen and subsequently followed their new husbands back to homelands around the world. In turn, a number of the 80,000 war brides who came to Canada settled in or otherwise enjoy connections to British Columbia.

Because of wartime rationing, it wasn't always easy to obtain a wedding dress. One bride featured in the War Brides *exhibition wore a dress made from a bed sheet, with veil fashioned from a curtain. Photo courtesy Bev Tosh.*

"For many years we have watched the RBCM play a very strong role as an economic driver for Greater Victoria."
Rob Gialloreto, President & CEO, Tourism Victoria

Public Programming

Public programs make a personal human connection between the RBCM and its audience. Part of our mandate is to educate the public about the cultural and environmental history of BC. Moreover, we pledge in our mission to inspire curiosity and wonder as we share our story with the world. Moving into the future, we're going to reach out to the community more. We'll engage discussion and spark debate across generations and between cultures.

Free Spirit: Stories of You, Me and BC provided multiple opportunities to engage with a wider audience. Storytelling by professional actors in period costume provided a unique and appealing way to connect our visitors with the RBCM collections – and with the rich history of this province.

Much of the public programming during *Free Spirit* aimed to develop a strong interconnectedness with the increasingly multicultural nature of our audience. Our evening Café Series provided a forum for community members, historians, ethnologists, geneticists and policy makers to come together over coffee and discuss different issues surrounding culture and identity.

We're developing connections across generations, too, moving in the direction of the museum of the future. Our *Polar Perspectives* event used videoconferencing technology to bring 50 high school students together with activists, facilitators and experts to research and discuss issues surrounding the Arctic. And for the first time ever, our Remembrance Commemorations spanned a whole week, offering school children as well as the visiting public myriad opportunities to speak with and learn from veterans and RBCM curators alike. Students immersed themselves in the hands-on aspect of the commemorative activities, dressing in old uniforms provided by Veterans' Affairs and having their picture taken in a 1942 combat jeep. Imagine the conversations that were sparked when students returned home after their visit to share those photos with their loved ones.

Puente Theatre shares stories during "From the World to BC" special events.

Visitor comments about *War Brides*

"Quite possibly the most moving exhibit I've ever seen in a museum."

"Viewed with my war bride mother. This prompted many stories I had never heard."

"How wonderful to have an artist's interpretation of this forgotten part of war history – really beautifully laid out and so moving. Thank you."

"Delightful, will remember when teaching WWII history to my class in England."

Bridging generations, bridging cultures. It's what we're doing today, to create a more culturally relevant museum and archives for tomorrow.

Trying on World War II uniforms as part of the Remembrance Commemoration activities at the RBCM.

Collections Highlights

The 2008/09 year saw much progress in our collections management system. By centralizing the registration, accession and deaccession processes, we're streamlining our operations. Bit by bit, it's getting easier for staff to manage the collection. The work around this long term project is aimed at making the collections more accessible for all; our progress on our collections management system last year secures this accessibility for staff. Next, we'll work on opening the collections up to the public. This project represents a huge process of transformation whereby we exchange our historical role as 'gatekeeper' for our rightful role as *steward* of the provincial collection.

We were honoured to make the provincial collection available to numerous groups last year, as the province of BC celebrated its 150th anniversary. Our support of BC 150 saw us helping not only government departments but all manner of community heritage associations. Individuals and groups alike sought our assistance, visiting the museum and accessing the archival collections as they prepared their own stories surrounding the province's sesquicentennial. Internally, we provided support and extensive archival imagery for the creation of the book *Free Spirit: Stories of You, Me and BC*, an entire publication focusing exclusively on the history of British Columbia. And then there was the *Free Spirit* exhibition itself, jam-packed with all manner of BC history.

Last year the RBCM helped CTV News put together a story on the opening of Kelowna's new bridge. We supplied a 1949 film for use in an archival presentation at the Vancouver International Film Festival. The American Society of Civil Engineers sought our help in writing an article for their trade publication. The Hudson's Bay Company needed material for its website. Maclean's turned to us for information about Emily Carr. The Smithsonian, Rhodes University, Parks Canada, the University of Sydney, Scholastic Canada and dozens more all made applications to the Royal BC Museum last year as they developed projects for the public. We were delighted to witness – and accommodate – such a wide breadth of interest in the human and natural history of BC.

Free Spirit visitor comments

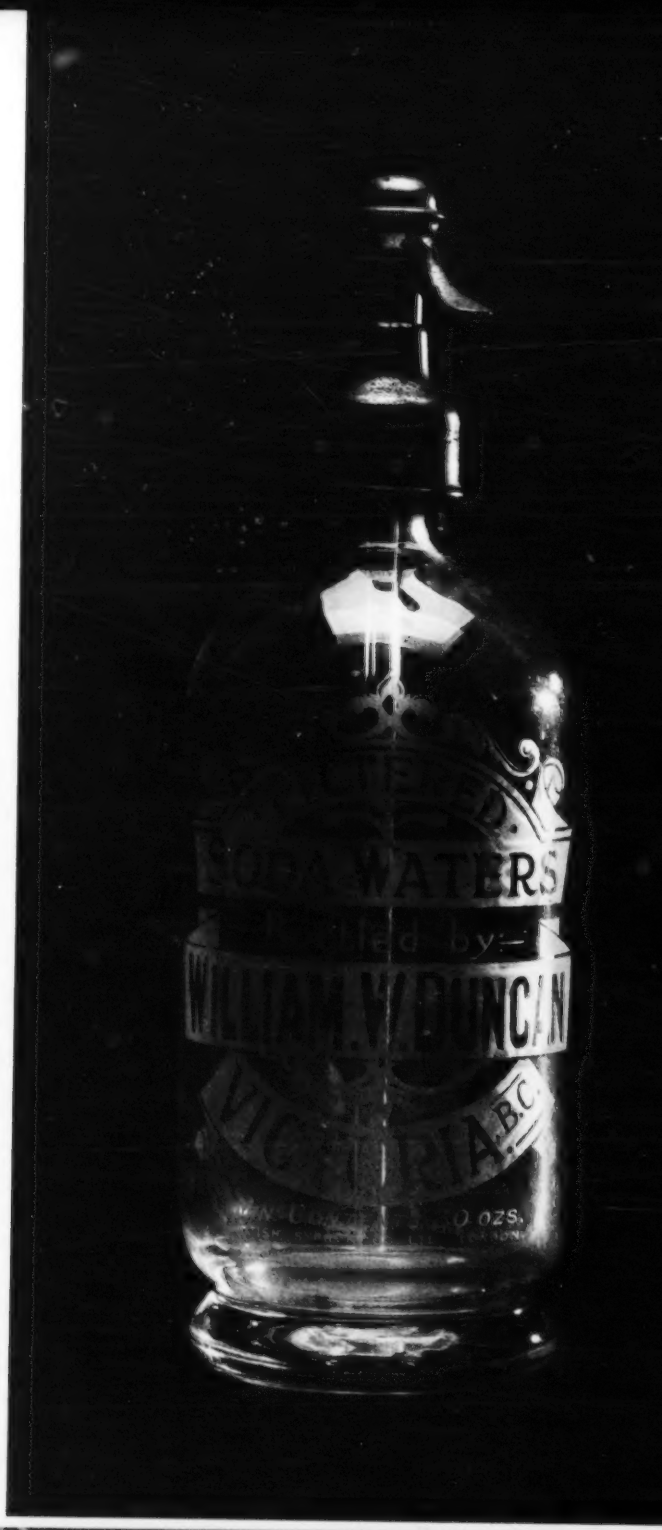
"A magnificent display of BC's rich cultural heritage. We loved the racial and cultural diversity and the beauty of all the peoples."

"Excellent! Everyone loved it. It inspired so much sharing and many memories."

"A fascinating blend of historical and contemporary history. Excellent exhibit design – lots of places to sit."

Alongside all the sharing and facilitating, we've been doing some hunting and gathering, too. RBCM researchers headed out into the field this past year to enrich the museum's body of knowledge through their investigations. Our curators travelled to Edmonton, to the Cariboo region and to northern BC in their work analyzing and describing species indigenous to the province.

In the name of telling the BC story, thousands of artifacts, specimens and archival records are added to our collections each year. Whether they're new to British Columbia or of special significance, some highlights of the 2008/09 acquisitions can be found in Appendix A. The accompanying list of deaccessions is as important as the list of acquisitions. We regularly review our collection to identify items for deaccessioning that do not meet our mandate, have been superseded by better or more recent examples or replaced by examples with known provenance.



Soda siphon

Awards and Accolades

The Royal BC Museum Corporation is fortunate to enjoy a talented, dedicated base of specialists who contribute in outstanding ways to the RBCM – and to the British Columbia community. In 2008/09 the RBCM and its staff earned numerous recognitions:

- The RBCM was voted 'best museum' in Victoria News Group's Best of the City Awards, 'second-best tourist attraction' and 'second-best kids' attraction'.
- Tourism Victoria recognized the RBCM with its Miracle Award in appreciation of our hosting of *Titanic: The Artifact Exhibition*.
- Adding to a prize won in 2007, Jay Sherwood's book *Surveying Central British Columbia: A Photojournal of Frank Swannell 1920-28* took home a Merit Award for book design at the Society of Graphic Designers of Canada 2008 Rock Awards.
- The RBCM was nominated for a Canadian Museums Association Award of Outstanding Achievement and received an honourable mention for *Treasures of the Tsimshian from the Dundas Collection*.
- The BC Museums Association recognized *Free Spirit: Stories of You, Me and BC* with a Special Council Award of Merit.
- Readers of WestJet's *Up! Magazine* named us one of only four cultural attractions in BC to make their top 200 travel experiences.
- The Canadian Corps of Commissionaires honoured RBCM security supervisors Dave Jacks and Gary Drinkwater in recognition of their years of excellent service.
- The BC Museums Association recognized exhibit arts technician Cuyler Page with a service award.
- Our curator of entomology, Rob Cannings, accepted the distinction of Honorary Fellow of Okanagan College.

Betty Holms and Pauline Rafferty (CEO of the Royal BC Museum Corporation) share a smile after the planting of a dogwood tree outside Helmcken House in commemoration of Betty's 35 years of volunteer service to the RBCM.

- We made BC's Top 50 Employers, too. For the second year running.

You could say we're justifiably proud. These awards and recognitions demonstrate our commitment to growth as an organization – and to excellence in our service.

Backcountry medicine – Williams Lake

"We started loading the equipment but couldn't figure out what to do with the stretcher. Then we hit on it: we'd lash it horizontally across the front of the pontoons. We threw the bags, dextran and splints into the plane. I closed the passenger side door and Colonel Joe pushed off and paddled out onto Williams Lake. The prop eventually caught and we taxied down the lake. As we turned into the wind, I wondered if this "white knuckle" airline would get me to my destination and back again with the patients. Colonel Joe had only a vague idea where One Eyed Lake was and I had none." Quote from *The People's History Project*

Corporate Governance

The Royal BC Museum Corporation is overseen by an 11-member Board of Directors that is appointed by the Province. Our Board of Directors is accountable to the Minister of Tourism, Culture and the Arts, and appoints a Chief Executive Officer to implement policies and achieve corporate goals. The Board oversees our business and CEO, who in turn is responsible for daily operations.

David McMillan (Victoria) Chair

Donald Hayes (Duncan) Director, Vice Chair

John Walton (Victoria) Director, Chair Emeritus

Peter Gustavson (Victoria) Director

Kenneth Mahon (Vancouver) Director

Allison McNeill (Kelowna) Director

Anna Nyarady (Vancouver) Director

Barbara Rae (Whistler) Director

Neil Sterritt (Hazelton) Director

David Stowe (Vancouver) Director

Margaret Vandenberg (Vancouver) Director

The Board adheres to these principles in its operation:

- Leadership and stewardship of the role of the Board as determined by legislation
- Clarity of roles and responsibilities
- Trust and transparency in all Board discussions and in the operation of the Royal BC Museum Corporation
- Service and corporate citizenship
- Objective analysis of given material to make the best decision
- Accountability and performance
- Continuous improvement in Royal BC Museum Corporation business operations and in Board functioning.

Board Committees

Finance and Audit

- Purpose: Ensuring that our financial and accounting policies conform to the *Museum Act* and all other applicable legislation, and that our financial reporting systems meet the needs of the Board and the Royal BC Museum Corporation.
- Members: Donald Hayes (Chair); Anna Nyarady; Peter Gustavson; ex-officio members: David McMillan; Pauline Rafferty (CEO)
- Staff: Faye Zinck (Chief Financial Officer)

Strategic Fund Development

- Purpose: Participating in strategic fund development activities which support the implementation of the fundraising plan.
- Members: Donald Hayes (Chair); David Stowe; Margaret Vandenberg; May Lou-Poy (Chair, Friends of the Royal BC Museum Foundation); ex-officio members: David McMillan; Pauline Rafferty (CEO)
- Staff: Diane Lloyd (Director, Development)

Governance and Nominating

- Purpose: Overseeing the Board's nominating and governance activities, establishing criteria for Board membership; pre-screening and recommending candidates; managing Board orientations and evaluations; and maintaining documentation. Manages corporate governance and monitors Board effectiveness.
- Members: Barbara Rae (Chair); Allison McNeill; Neil Sterritt; David Stowe; ex-officio members: David McMillan; Pauline Rafferty (CEO)

Site Development

- Purpose: This is a limited-term "special purpose" committee that advises the Board on Royal BC Museum Corporation renewal, overseeing and establishing policies for management of Corporation land and property.
- Members: Ken Mahon (Chair); Donald Hayes; Murray Farmer; ex-officio members: David McMillan; Pauline Rafferty (CEO)
- Staff: Angela Williams (Director, Business and Operational Services)

The Royal BC Museum Corporation Board of Directors acts in accordance with the *Best Practices Guidelines: BC Governance and Disclosure Guidelines for Governing Boards of Public Sector Organizations*, which can be found at http://www.lcs.gov.bc.ca/brdo/governance/. Detailed information about our Board of Directors can be found at http://www.royalbcmuseum.bc.ca/About_RBCM/Directors.aspx.

Senior Management Team

Pauline Rafferty - Chief Executive Officer

Diane Lloyd - Director, Development

Theresa Mackay - Director, Marketing and Communications

Gary Mitchell - Director, Collections, Research and Access Services

Angela Williams - Director, Business and Operational Services

Tim Willis - Director, Exhibitions and Visitor Experience

Faye Zinck - Chief Financial Officer and Chief Information Officer

Japanese heritage – west coast

"The adopted son of Masao & Miyako Mitsui, Yoshitada, or 'Yosh' immigrated to Canada in 1928, when he was only 15 years old. His parents were among the first wave of Japanese people to make the trip west, landing in Victoria Harbour around 1910. Laying down roots in Vancouver, the Mitsuis made several trips between Japan and Canada, giving birth to Yosh in Hiroshima in 1913. Raised by his aunt and uncle in Japan, Yosh followed his parents back to Vancouver, only to be interned at the start of the Second World War. Re-settled in Greenwood, B.C., Yosh married another internee and had two children there before the Japanese Repatriation and a move back to the city."

Quote from *The People's History Project*

Report on Performance

To fulfill our mandate and achieve our vision, the Royal BC Museum Corporation has established three key goals:

1. Support collections that are representative of the human and natural history of BC
2. Be an organization that offers an exceptional standard of visitor welcome, hospitality and service
3. Be a sustainable, high-performing organization.

For each goal, strategies and performance measures were established in the *2008/09 to 2010/11 Service Plan.* The results for 2008/09 are shown below compared to 2006/07 and 2007/08 results and to 2008/09 targets.

GOAL 1	**STRATEGIES**					
Support collections that are representative of the human and natural history of BC	**1.1** Advance management of collections by implementing solutions to address highest risks in order to protect the longevity of the collections **1.2** Generate new information using collections-based research in order to reveal the unique BC story					
PERFORMANCE MEASURES	**Actual 2006/07**	**Actual 2007/08**	**Target 2008/09**	**Actual 2008/09**	**Target 2009/10**	**Target 2010/11**
PM.1 Collection risk management index	82%	82%	84%	84%	86%	88%
PM.2 Number of publications	55	50	55	46[1]	60	65

Importance of the Performance Measures

PM1: The collection risk index indicates how much of the collection is housed according to acceptable standards; thus it is a measurement of how we are performing our stewardship role for the provincial collections (i.e. how well we are protecting and preserving the provincial museum and provincial archives collections).

PM2: The number of publications illustrates how we are contributing to the creation of new knowledge about British Columbia using collection-based research.

Benchmark Comparison

For PM1, there are currently no benchmarks, as we are considered among the leaders in this field.

For PM2, there are currently no benchmarks, as the closest comparison is academic publishing that has different criteria.

Data Sources for Performance Measures

PM.1 The collection risk management index is based upon number of items re-housed, re-boxed or re-catalogued to the acceptable standard against the total number of collections items (artifact, archives and specimen). The initial risk assessment was conducted through 2004 and 2005 and targets were set with increases of 2% per year. Achievements are calculated by the number of items housed in proper storage divided by the total number of items needing storage.

PM.2 This measure is based on the actual number of titles published or in progress of publication from April 1, 2008 to March 31, 2009.

[1] The number of publications for 2008/09 includes 43 articles or chapters and 3 books.

GOAL 2	STRATEGIES					
Be an organization that offers an exceptional standard of visitor welcome, hospitality and service	2.1 Create an experience that engages and encourages visitors to explore the BC story in order to enrich people's lives					
PERFORMANCE MEASURES	**Actual 2006/07**	**Actual 2007/08**	**Target 2008/09**	**Actual 2008/09**	**Target 2009/10**	**Target 2010/11**
PM.3 Visitor volume on-site and online	0.40 million (M) visitors	0.54 M	0.45 M	0.30 M	0.55 M	0.50 M
	4.2 M page views to website	4.3 M	4.5 M	15.8 M	4.5 M	4.6 M
PM.4 % of people using our services who report they are satisfied and have an increased understanding of the BC story	85%	85%	86%	94%[2]	90%	91%

Importance of the Performance Measures

PM.3 Visitor volume on-site and online is fundamental in assessing our success in attracting visitors.

PM.4 This measures our ability to provide a welcoming environment, and shows our success in increasing visitor understanding – key to building long-term relationships and repeat visits.

Benchmark Comparison

There are currently no benchmarks for PM.3 or PM.4.

Data Sources for Performance Measures

PM.3 The data for PM.3 is collected by our entrance procedures and website statistics for the period April 1, 2008 to March 31, 2009. The number of on-site visitors did not meet the target due to lower than expected attendance for the *Free Spirit* exhibition and a decline in tourism to BC. We expect increased attendance to meet the 2009/10 target with 2009's major exhibition, *Treasures: The World's Cultures from the British Museum*. Significant increases in website page views for this fiscal year are likely due to the ongoing increase in Internet usage by the public, increased awareness of BC Archives and promotion of *The People's History Project*.

PM.4 The data for PM.4 was gathered in 300 random exit interviews during July 14 to 20, 2008 during the *Free Spirit* exhibition (results are considered accurate to within +/-5%, 19 times out of 20). Ninety-nine percent of attendees surveyed said they were satisfied. Additionally, 72% agreed with the statement "I am more interested in the stories of British Columbia after visiting the *Free Spirit* exhibition", 80% agreed with "I saw stories about BC and people that I would not expect to see in a museum", 71% agreed with "I learned about how British Columbia's landscape has helped shape the province and the people in it", and 72% agreed with "I feel more proud to be a British Columbian after visiting the *Free Spirit* exhibition" (BC residents only). (Note: PM.4 measures only on-site visitation and does not include web visits.)

[2] This methodology for visitor satisfaction changed in 2008/09 from previous years so cannot be directly comparable to previous measures.

GOAL 3	STRATEGIES					
Be a sustainable, high-performing organization	**3.1** Diversify and increase revenue sources in order to achieve our mission **3.2** Create a highly motivated workforce in order to achieve excellence in fulfilling our mission **3.3** Establish relationships and invite partnerships in order to attain a broad base of community support **3.4** Be responsible managers of our property and infrastructure by focusing on prevention in order to reduce risks and environmental impact					
PERFORMANCE MEASURES	**Actual 2006/07**	**Actual 2007/08**	**Target 2008/09**	**Actual 2008/09**	**Target 2009/10**	**Target 2010/11**
PM.5 Revenue earned from operations	$4.8 M	$13.3 M	$5.8 M	$7.9 M	$8.5 M	$6.6 M
PM.6 % of staff reporting	75% response rate	82%	Non survey year	Non survey year	85%	88%
Rating out of 5	3.53 out of 5	4.2			4.4	4.6
PM.7 Community support through in-kind goods and services, volunteer support, donations and sponsorships	42,000 volunteer hours	47,148	45,000	42,000	47,000	49,000
	in-kind media: $1.0 M	$1.0 M	$1.3 M	$1.14M	$1.4 M	$1.5 M
	donations: $150,000	$150,000	$200,000	$233,882	$300,000	$500,000
	sponsorship: $100,000	$100,000	$500,000	$480,753	$750,000	$800,000

Importance of the Performance Measures

PM.5 Revenue earned from operations indicates our progress in diversifying our revenue base and achieving greater financial self-sufficiency. For the Royal BC Museum Corporation, complete self-sufficiency is not a viable target, as several of our most significant activities – such as maintaining the provincial archives or preserving natural history specimens – while vital to the public good, do not generate revenue. The RBCM achieved $7.9 M in revenue from operations, exceeding the target of $5.8 M due to a continuing effort to increase revenue sources.

PM.6 The RBCM provides superior economic and scholarly leadership in the province and around the world. We want to employ staff who are highly engaged, motivated and committed to bringing our vision to fruition. The RBCM is proud to be ranked for the second consecutive year as one of BC's top 50 employers; in 2008, we were among Canada's top 100. The RBCM regularly monitors and revises programs to ensure staff members have the resources they need; the Corporation also documents the steps taken to address any issues raised by employees.

PM.7 To achieve our goals, we need support from all sides: our volunteers, our community and our donors. PM.7 examines the general level of support for the RBCM throughout the province, with a special focus on Victoria and the Lower Mainland. The measure provides a snapshot of the level of volunteering at the RBCM, and of the support we have from the business community. It is also a good predictor of our ability to attract and retain volunteers and generate revenue through sponsorships and donations. The target for volunteer hours for 2008/09 was 45,000 while the actual was 42,000. Fewer volunteer hours were needed than anticipated due to lower numbers of visitors for the *Free Spirit* exhibition and as a result, were more reflective of a baseline year. The target for in-kind media for 2008/09 was $1.3M while the actual was $1.14M. While the actual number achieved for 2008/09 did not reach the target, it does represent a 14% increase over 2007/08 and reflects growth in this performance measure.

Benchmark Comparison

There are currently no benchmarks for PM.5 to PM.7.

Data Sources for Performance Measures

PM.5 The data for PM.5 are drawn from the RBCM financial system for the period April 1, 2008 to March 31, 2009.

PM.6 An Employee Engagement Survey has been fielded since 2004 and takes place every second year. It was not fielded in 2008/09.

PM.7 Volunteer hours were tracked for the period April 1, 2008 to March 31, 2009. Financial support data are tracked through databases consistent with the standards of professional fundraising organizations and the RBCM financial system for the period April 1, 2008 to March 31, 2009.

Progress Against Shareholder's Letter of Expectations

Below are the specific directions outlined in the Shareholder's Letter of Expectations and the Royal BC Museum Corporation's actions in fiscal 2008/09. Further details about our specific accomplishments are in *Year in Review*.

Specific Direction	RBCM Actions in 2008/09
To operate the business of the Corporation including maintaining collections and archives of the government, managing the building complex and driving revenue.	• We continued to operate and maintain the museum and archives in a forward-looking way that increases our relevance to the people of British Columbia and in turn increases our revenue. • Work on our electronic collections database is ongoing, with the aim of making the provincial collections and holdings accessible to anyone, anywhere, at any time. • We continued to acquire artifacts, specimens, and archival records relating to BC's ancient and recent history while 35 items were deaccessioned. • We presented three temporary exhibitions including *Free Spirit: Stories of You, Me and BC*; *Upstairs at Wah Lee's* and *War Brides: One-Way Passage*.
To implement a sustainable fundraising program that includes philanthropic giving, sponsorships, grants and corporate partnerships.	• Our new Development Department added staff to build its internal capacity for fundraising. • Our fall fundraising campaign welcomed new donors into the fold, upgraded existing donors and far exceeded fundraising targets. • We received two key gifts, one tied to our goal of protecting the collection and preserving BC history and one to implement a program for staff that inspires innovative business practices for the future. • Financial support from all sources, including grants, sponsorships and individual donations exceeded $2.5 million in 2008/09.
To provide leadership to the museum and archives community in British Columbia through sharing of expertise and knowledge as well as supporting community initiatives through the loan of collections materials.	We continued to be: • a leader for the museum and archive community in BC and Canada (through numerous symposia, our popular Café Series, and by taking a leadership role in the BC Museums Association Annual Conference in Victoria) • an international reference point for expertise and information (with scientists from Ireland, U.S., Germany, Russia, Chile, and Japan accessing our collections) • a business leader (we were one of BC's top 50 employers) • a community leader (our conservators were called in to help after the fire at Craigflower Manor).
To ensure that annual expenditures do not exceed annual revenues.	Revenue $20.561 million Expenses $20.537 million Net Income $ .024 million

Specific Direction	RBCM Actions in 2008/09
In support of good communication, the Board will provide opportunities to engage the Minister of Tourism, Culture and the Arts in dialogue throughout the year.	The Board Chair and Vice Chair meet regularly with the Minister to ensure open lines of communication. We invite the Minister to speak at RBCM press announcements and exhibition openings, and we engage the Minister and key staff through special presentations, behind-the-scenes tours and events related to our feature exhibitions. On an annual basis, the Chair and CEO provide a letter to the Minister outlining how the Board, through the CEO and the staff, has achieved results relative to the specific direction in the Shareholder's Letter of Expectations.
To comply with the Shareholder's requirements to make the Public Sector carbon neutral by 2010.	We are committed to acting responsibly on the purchase, use and disposal of energy or materials that have an impact on the environment. Specific examples: • We undertook a major lighting and HVAC system retrofit project to stabilize our environment and improve energy efficiency. • We completed a comprehensive energy management assessment and commissioned a greenhouse gas inventory and management strategy that includes carbon reduction options. • We adopted a number of on-site green technologies including low-flush toilets, motion-sensor lighting and solar-powered trash compactors.
To encourage staff involvement in developing ideas and new solutions to meet government's climate change objectives.	• We created a Sustainability Committee that initiates, reviews, promotes and supports environmentally sustainable activities and projects within the organization. • Our Property Management and Operations Department's newsletter includes BC Hydro Power Smart tips on how to conserve energy at work and at home.
To support the Shareholder's Healthier Choices Initiative.	• There are no vending machines at the Royal BC Museum Corporation.

The Shareholder's Letter of Expectations can be found at
http://www.royalbcmuseum.bc.ca/Reports_Policy/Shrhldrs_Ltr.aspx.

Financial Report

(Audited)

March 31, 2009

Management's Report

The financial statements of the Royal British Columbia Museum Corporation have been prepared by management in accordance with Canadian generally accepted accounting principles, and the integrity and objectivity of the data in these financial statements are management's responsibility. Financial information presented elsewhere in the Annual Report is consistent with that in the financial statements.

Management is also responsible for the safeguarding of financial and operating systems, which include effective controls to provide reasonable assurance that the Corporation's assets are safeguarded and that reliable financial information is produced.

The Board of Directors is responsible for ensuring that management fulfils its responsibilities for financial reporting and internal control. The Board exercises its responsibilities through the Finance and Audit Committee. The Finance and Audit Committee meets regularly with management and the external auditors have full and free access to the Committee. The Board of Directors, whose members are not involved in the day-to-day activities of the Corporation, are responsible for the review and approval of the financial statements.

Hayes Stewart Little & Co. has audited the financial statements in accordance with Canadian generally accepted auditing standards.

Sincerely,

Pauline Rafferty
Chief Executive Officer

Faye Zinck
Chief Financial Officer

April 30, 2009
Victoria, BC

Auditor's Report

To the Board of Directors of the Royal British Columbia Museum Corporation

We have audited the statement of financial position of the Royal British Columbia Museum Corporation as at March 31, 2009 and the statements of operations, net equity and cash flows for the year then ended. These financial statements are the responsibility of the Corporations' management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In our opinion, these financial statements present fairly, in all material respects, the financial position of the Corporation as at March 31, 2009 and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

Hayes Stewart Little & Co.

Chartered Accountants

April 30, 2009
Victoria, BC

STATEMENT OF FINANCIAL POSITION

As at March 31, 2009

	2009	2008
ASSETS		
Current		
Cash and investments (Notes 2(a, b), 3)	$ 2,136,611	$ 5,279,747
Accounts receivable	921,120	717,716
Prepaid	51,636	104,385
Deferred exhibition costs (Note 2(d))	968,966	1,250,973
	4,078,333	7,352,821
Capital assets, net (Notes 2(e), 6)	17,210,464	15,536,719
	$ 21,288,797	$ 22,889,540
LIABILITIES AND NET EQUITY		
Current		
Accounts payable and accrued liabilities	$ 2,132,509	$ 3,182,075
Leave liability	449,150	474,112
Deferred revenue (Note 7)	524,169	2,607,641
	3,105,828	6,263,828
Deferred capital contributions (Note 8)	5,087,724	3,554,227
	8,193,552	9,818,055
Net equity (Note 9)	13,095,245	13,071,485
	$ 21,288,797	$ 22,889,540

Commitments (Note 15)

ON BEHALF OF THE BOARD

Director

Director

Statement of Operations

For the Year Ended March 31, 2009

	2009	2008
REVENUES		
Province of British Columbia operating contributions	$ 12,648,000	$ 12,473,000
Museum admission fees	3,103,776	9,738,416
Other income (Note 10)	4,148,620	2,546,790
Amortization of deferred capital contributions (Note 8)	392,791	416,109
Gifts in Kind - Donated collections and artifacts (Note 2(f))	268,107	643,176
	20,561,294	25,817,491
EXPENSES		
Salaries and benefits (Note 2(h))	9,059,792	9,014,524
Special exhibitions (Note 11)	2,213,878	4,494,957
Building costs	2,145,270	2,614,908
Amortization	964,354	883,235
Professional service contracts	931,810	872,179
Security	925,525	935,496
Systems and telecommunications	799,882	690,045
Taxes, City of Victoria	695,800	965,113
Materials and supplies	617,989	579,929
Marketing and communications	454,688	406,924
Archival records storage	374,545	369,714
Donations (Note 12)	350,000	2,500,000
Office	320,103	393,979
Collections and artifacts (Note 2(f))	268,107	643,176
Insurance	186,382	279,410
Travel	173,346	112,023
Bank charges	56,063	48,228
	20,537,534	25,803,840
EXCESS of revenues over expenses	$ 23,760	$ 13,651

Statement of Cash Flows

For the Year Ended March 31, 2009

	2009	2008
OPERATING ACTIVITIES		
Cash received from the Province of British Columbia	$ 12,648,000	$ 14,478,000
Cash received from admissions	3,113,275	9,738,416
Cash received from other income	2,087,813	2,267,393
Cash paid for donations	(350,000)	(2,500,000)
Cash paid for salaries and benefits	(9,467,833)	(8,824,861)
Cash paid for building costs, taxes and security	(3,825,384)	(4,514,744)
Cash paid for materials and services	(4,352,853)	(3,033,228)
Cash paid for exhibitions	(1,931,871)	(5,183,973)
Cash (used for) provided from operating activities	(2,078,853)	2,427,003
INVESTING ACTIVITIES		
Purchase of capital assets	(2,990,571)	(1,239,957)
Cash received for purchase of capital assets	1,926,288	2,508,828
Cash (used for) provided from investing activities	(1,064,283)	1,268,871
NET (DECREASE) INCREASE IN CASH	(3,143,136)	3,695,874
Cash and investments, beginning of year	5,279,747	1,583,873
Cash and investments, end of year	$ 2,136,611	$ 5,279,747

Notes to Financial Statements

For the Year Ended March 31, 2009

1. NATURE OF OPERATIONS

The Royal British Columbia Museum Corporation (the "Corporation") is a Crown Corporation of the Province of British Columbia without share capital, incorporated on April 1, 2003 under the *Museum Act*. The Corporation is a tax-exempt body under Section 149(1)(d) of the *Income Tax Act*.

The purpose of the Corporation is to fulfill the Government's fiduciary responsibilities for public trusteeship of the Provincial collections and exhibitions, including specimens, artifacts, archival and other materials that illustrate the natural and human history of British Columbia. The Corporation is dedicated specifically to the preservation of, and education about, the human and natural history of British Columbia. The collection is preserved for future generations of British Columbians.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The financial statements have been prepared in accordance with Canadian generally accepted accounting principles applied within the framework of the significant accounting policies summarized below:

(a) Cash and investments

Cash includes all investments, short and long term, because they are part of a portfolio of identified financial instruments which are managed together. Unrealized gains and losses are included in net income in the period they arise. The Corporation has used the quoted market price to value the investments at the balance sheet date.

(b) Financial instruments

The Corporation's financial instruments consist of cash and investments, accounts receivable, accounts payable and accrued liabilities. Cash and investments, accounts payable and accrued liabilities are designated as held for trading and recorded at fair value. Accounts receivables are designated as loans and receivables and recorded at amortized cost. The fair value of these assets approximates their carrying value due to the short term nature of these financial instruments. Unless otherwise noted, it is management's opinion that the Corporation is not exposed to significant interest rate, currency or credit risks arising from these financial instruments. The fair value of investments is disclosed in note 3.

(c) Revenue recognition

The Corporation follows the deferral method of accounting for contributions. Restricted contributions are recognized as revenue in the year in which the related expenses are incurred. Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Capital assets contributed and externally restricted contributions for the purchase of capital assets are deferred and amortized over the life of the related capital asset. Unamortized deferred capital contributions relating to capital asset dispositions are recognized as revenue in the period of disposal, provided that all restrictions have been complied with.

Government grants are accounted for as unrestricted contributions or externally restricted contributions in accordance with the terms of funding.

Admission revenue is recognized on the date the service is provided.

Other revenue consists of restricted grants which are recognized as revenue in the year in which the related expenses are incurred and royalties, investment and rental revenues which are recognized when earned.

(d) Deferred exhibition costs

Costs of exhibitions are deferred until the exhibitions are opened to the public and then are expensed over the period of the exhibitions to which they relate.

For the Year Ended March 31, 2009

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

(e) Capital assets

Purchased capital assets are reported at acquisition cost. Capital assets transferred from the Province of BC, a related party, are recorded at the carrying amount. Amortization is provided on a straight-line basis over the estimated useful lives of the assets as follows:

• Buildings and improvements	up to 40 years
• Permanent exhibitions	10 years
• Operating equipment	5 years
• Computer hardware and software	3 years
• Vehicles	3 years
• Furniture	5 years

(f) Collections

The value of collections (artifacts, specimens, and documents) is not reported on the Statement of Financial Position. Donated collections are recorded as revenue estimated at the fair market value of the gift based on appraisals by independent appraisers. The acquisition of both donated and purchased collections is expensed.

(g) Volunteers

During the year, volunteers contributed approximately 42,000 (2008: 47,148) hours in support of the Corporation. Their activities include guided gallery tours and a variety of programs that enrich the visitor's experience at the Corporation and its profile in the community. Due to the complexities involved in valuing these services, they have not been reflected in the financial statements.

(h) Employee benefit plans

The Corporation and its employees contribute to the Public Service Pension Plan in accordance with the *Public Sector Pension Plans Act*. The Plan is a multi-employer defined benefit plan, to which the Corporation applies defined contribution plan accounting. The plan is administered by the British Columbia Pension Corporation, including payment of pension benefits to employees to whom the Act applies, and the Corporation does not have sufficient information to apply defined benefit plan accounting. Under joint trusteeship, the risk and reward associated with the Plan's unfunded liability or surplus is shared between the employers and the plan members and will be reflected in their future contributions. The most recent actuarial valuation (March 31, 2008) has determined the Plan has a surplus of $487 million. The employer contribution rate to the Plan for the fiscal years ended March 31, 2008 and March 31, 2009 was 8.63% of the pensionable salary up to the year's maximum pensionable earnings of $43,700 and to 10.13% of pensionable salary in excess of the year's maximum pensionable earnings. As of April 1, 2009, the employer contribution rate will increase by 0.15% to 8.78% of the pensionable salary up to the year's maximum pensionable earnings of $46,300 and 10.28% of the pensionable salary in excess of the year's maximum pensionable earnings.

The Corporation also annually contributes through the Provincial Government payroll benefit plan for specific termination benefits and employee benefits as provided for under collective agreements and conditions of employment. The benefit charge back rate that the Corporation pays through the Provincial Government is 23.83% (2008 - 23.83%). Costs of future benefits are recognized as an expense in the year that contributions are paid.

(i) Use of estimates

In preparing the Corporation's financial statements, management is required to make estimates and assumptions that affect the reported amounts of assets and liabilities, the disclosure of contingent assets and liabilities at the date of the financial statements and reported amounts of revenue and expenses during the period. This includes and is not limited to the useful lives of capital assets.

For the Year Ended March 31, 2009

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

(j) Future accounting changes

The Canadian Accounting Standards Board ("AcSB") has replaced Section 3861 *Financial Instruments - Presentation and Disclosure* with new sections 3862 *Financial Instruments - Disclosures* and 3861 *Financial Instruments - Presentation*. The new sections are based on International Financial Reporting Standards for *Financial Instruments*. The Corporation does not expect the application of these sections to have a significant impact on the financial statements.

The AcSB has amended Section 4460 *Disclosure of Related Party Transactions by Not-for-Profit Organizations* to align language with Section 3840 *Related Party Transactions*. The AcSB has also amended Section 1540 *Cash Flow Statements* to include not-for-profit organizations. The Corporation does not expect the changes in these sections to have a significant impact on future financial statement disclosure.

The AcSB has introduced the new Section 4470 *Disclosure of Allocated Expenses by Not-for-Profit Organizations*. The Corporation does not expect significant additional disclosure in future years as the expenses allocated to Special Exhibitions are currently disclosed in accordance with Section 4470.

3. CASH AND INVESTMENTS

As at March 31, 2009, the Corporation held $1,208,357 (2008: $4,639,747) in money market funds with an annual yield of 3.93% (2008: 4.83%).

In accordance with section 3855 *Financial Instruments - Recognition and Measurement* of the CICA Handbook, the Corporation has classified its investments as held-for-trading and is reporting them at fair value. All investments are publicly traded and accounted for at the fair market values based on quoted prices at year end.

Investment income includes interest and dividends earned and realized gains and losses net of investment expenses incurred during the year. Investment transaction costs are expensed as incurred.

Short term investments consist of fixed income Canadian dollar denominated securities with a maturity of one year or less.

4. CAPITAL DISCLOSURE

The Corporation's capital management objectives are to ensure adequate funds are available for operations and capital projects through prudent investment and cash flow management techniques. To facilitate the management of capital, the Corporation prepares annual budgets which are updated monthly. The Corporation's capital structure includes cash and investments, capital assets and deferred capital contributions. The Corporation manages its capital structure and makes adjustments when economic conditions change.

The Corporation continually evaluates available sources of funds to finance its capital expenditures in order to meet capital objectives. The capital structure of the Corporation is not subject to external restrictions; however, the capital contributions received by the Corporation are allocated to specific projects as determined by the external funders based on their unique economic priorities.

5. COLLECTIONS

As at March 31, 2009, the collections consisted of approximately 7.2 million artifacts, specimens and archival records (2008: 7.2 million). During the year, the Corporation deaccessioned 35 objects (2008: 3) and accessioned 22,639 objects (2008: 9,016) to its collections through the acquisition, purchase and accessioning process. The collections are valued at approximately $190 million for insurance purposes.

For the Year Ended March 31, 2009

6. CAPITAL ASSETS

	Cost	Accumulated Amortization	2009	2008
Land	$ 12,278,339	$ -	$ 12,278,339	$ 12,278,339
Permanent exhibitions	1,696,852	(751,186)	945,666	1,116,288
Operating equipment	699,523	(460,253)	239,270	126,703
Computer hardware and software	2,967,403	(2,291,172)	676,231	734,466
Vehicles	24,664	(11,989)	12,675	16,785
Furniture	112,110	(82,144)	29,966	40,526
Buildings	3,276,662	(683,432)	2,593,230	635,752
Work in progress	435,087	-	435,087	587,860
	$ 21,490,640	$ (4,280,176)	$ 17,210,464	$ 15,536,719

7. DEFERRED REVENUE

Deferred revenue of $524,169 (2008: $2,607,641) represents funds related to donations for restricted projects, future gallery rentals, advance admission sales, annual passes, and unredeemed gift cards. Deferred revenue is recognized as revenue in the year in which the related expenses are incurred.

8. DEFERRED CAPITAL CONTRIBUTIONS

Deferred capital contributions represent unamortized externally restricted contributions which have been used to purchase capital assets. These contributions will be recognized as revenue in future periods as the related capital assets are amortized.

	2009	2008
Balance, beginning of year	$ 1,743,606	$ 1,496,996
Grants for the purchase of capital assets	3,736,909	2,473,340
Amortized to revenue	(392,791)	(416,109)
Balance, end of year	$ 5,087,724	$ 3,554,227

9. NET EQUITY

	2009	2008
Balance, beginning of year	$ 13,071,485	$ 13,057,834
Excess of revenues over expenses	23,760	13,651
Balance, end of year	$ 13,095,245	$ 13,071,485

For the Year Ended March 31, 2009

10. OTHER INCOME

	2009	2008
Province of British Columbia, special exhibition project contribution	$ 2,100,000	$ 100,000
Grants, contributions, royalties and commissions	1,086,993	1,123,619
Miscellaneous	961,627	1,323,171
Total other income	$ 4,148,620	$ 2,546,790

11. SPECIAL EXHIBITIONS

The Corporation hosts feature exhibitions to provide a window on the world and encourage repeat visitation. In 2008/09 these included: *Free Spirit: Stories of You, Me and BC* and *War Brides*. In 2007/08 these included: *Titanic: the Artifact Exhibition, Treasures of the Tsimshian from the Dundas Collection, River of Memory* and *Free Spirit: Stories of You, Me and BC*.

	2009	2008
Salaries and benefits	$ 633,106	$ 184,789
Professional service contracts (includes exhibit fees)	362,783	3,239,750
Marketing and communications	572,967	639,374
Materials and supplies	564,940	242,121
Office	80,082	188,923
Total expenses related to special exhibitions	$ 2,213,878	$ 4,494,957

12. DONATIONS

A contribution of $350,000 (2008: $2,500,000) was made to the Friends of the Royal British Columbia Museum Foundation (the "Foundation") to assist in funding future museum and archives projects at the Corporation. The contribution is part of a long-standing economic partnership with the Foundation to assist and support provincial museum initiatives and projects through attracting federal and other foundation monies.

13. RELATED PARTY TRANSACTIONS

The Corporation is related through common ownership to all Province of British Columbia Ministries, Agencies and Crown Corporations. The Corporation also has transactions with the Friends of the Royal British Columbia Museum Foundation (Note 14). Transactions with these entities are considered to be in the normal course of operations and are recorded at the exchange amounts.

14. FRIENDS OF THE ROYAL BRITISH COLUMBIA MUSEUM FOUNDATION

The Corporation has an economic interest in the Friends of the Royal British Columbia Museum Foundation (the "Foundation"). The accounts of the Foundation are presented separately and are not consolidated in these financial statements. The Foundation was incorporated to build membership and to coordinate other support activities on behalf of the Corporation. The principal activities of the Foundation are operation of the Royal Museum Shop, the collection of donations, bequests, endowments and supporting projects undertaken by the Corporation.

The Foundation has internally restricted funds of approximately $2,700,000 (2008 - $3,600,000), which are reserved for specific projects for transfer to the Corporation in future years.

14. FRIENDS OF THE ROYAL BRITISH COLUMBIA MUSEUM FOUNDATION (continued)

During the year, the following amounts were paid by the Foundation to the Corporation:

	2009	2008
Funding for non-capital projects	$ 11,770	$ 322,896
Funding for capital projects	1,000,000	2,000,000
Purchases of goods and services	114,202	140,455
	$ 1,125,972	$ 2,463,351

As of March 31, 2009, $21,777 is due from the Foundation to the Corporation and is included in the accounts receivable balance (2008: $24,336).

During the year, the following amounts were paid by the Corporation to the Foundation:

	2009	2008
Unrestricted donation to the Foundation (Note 12)	$ 350,000	$ 2,500,000
Transfer of restricted donations	18,032	-
Purchases of goods and services	10,534	10,817
	$ 378,566	$ 2,510,817

15. COMMITMENTS

Operating Agreement

The Corporation has committed to a Theatre Operating Agreement for the operation of a large screen motion picture theatre at the Corporation. Under the terms of the Agreement, the Corporation will be paid a royalty from the theatre including certain negotiated adjustments, plus specific amounts for additional operating costs. The term of the Agreement is 30 years and expires June 24, 2028.

Heating and Cooling Contract

The Corporation has entered into a three-year service agreement for the provision of steam, chilled water and natural gas services expiring March 31, 2012. Under the terms of the agreement, the Corporation will pay for services as consumed.

Exhibition Loan Fees

The Corporation has a commitment to disburse $595,000 on May 1, 2009 to the British Museum and $150,000 US in November 2009 to the Seattle Art Museum related to the loan of artifacts and objects.

Capital assets

The Corporation has entered into agreements with various contractors to complete capital asset improvement projects costing approximately $300,000. The projects are expected to be completed within the next fiscal year.

Lease Commitments

The Corporation has a five-year operating lease to rent warehouse space to store oversize artifacts which expires on April 30, 2010. The Corporation also leases operating equipment. Future minimum payments are as follows:

	Warehouse	Equipment
2010	$ 117,980	$ 13,194
2011	9,831	12,388
2012	-	7,799
2013	-	1,506
2014	-	-
Total	$ 127,811	$ 34,887

16. COMPARATIVE FIGURES

Certain comparative figures have been reclassified to conform to the presentation adopted in the current year.

Management Discussion and Analysis

The main financial objective of the Royal BC Museum Corporation is to use our financial resources to meet strategic priorities while operating in the most cost-effective manner.

In 2008/09, the feature exhibition *Free Spirit: Stories of You, Me and BC* spanned the better part of a year in its celebration of British Columbia's 150th anniversary. It was the year RBCM staff came together and collaborated on a vision that will guide the organization's development over the next 15 years. Fiscal 2008/09 also marked the development of a far-reaching plan for the revitalization of the RBCM visitor experience.

In addition, work got underway on major capital improvement projects, most notably a vital upgrade to the heating, ventilation and air-conditioning (HVAC) units in the temporary exhibition gallery. This upgrade is critical in assuring our continued ability to host travelling exhibitions from museums throughout the world. In short, having the proper climate controls in the galleries means the Royal BC Museum can ensure responsible stewardship of the artifacts entrusted to its care.

Summary of Financial Results, Forecast and Variance

Statement of Revenue & Expenses (millions)	Actual 2004-05	Actual 2005-06	Actual 2006-07	Actual 2007-08	Actual 2008-09	Budget 2008-09	Variance 2008-09	Forecast 2009-10	Forecast 2010-11	Forecast 2011-12
Revenue										
Operating contributions from the Province	12.656	12.105	12.273	12.473	12.648	12.648	0.000	12.166	12.166	12.166
Project funding from the Province	0.000	0.000	3.000	.100	2.141	2.100	0.041	0.000	0.000	0.000
Museum admission fees	7.017	3.036	3.597	9.738	3.104	3.633	(0.529)	6.401	3.094	3.125
Other income	2.725	2.998	1.948	3.506	2.668	2.737	(0.069)	2.148	2.116	2.112
Total Revenue	22.398	18.139	20.818	25.817	20.561	21.118	(0.557)	20.715	17.376	17.403
Expenses										
Salaries and benefits	7.610	7.826	8.158	9.014	9.060	9.053	0.007	9.522	9.617	9.713
Building costs	4.568	4.515	2.068	2.615	2.145	2.576	-0.431	2.321	2.344	2.368
Taxes - City of Victoria	0.667	1.113	0.906	0.965	0.696	0.765	-0.069	0.760	0.770	0.780
Other operating costs	3.386	3.198	3.394	4.396	4.183	4.523	-0.340	2.898	2.498	2.517
Security costs	0.957	0.898	0.888	0.935	0.926	0.935	-0.009	0.936	0.946	0.955
Donations	0.000	0.000	3.000	2.500	0.350	0.000	0.350	0.000	0.000	0.000
Temporary Exhibitions	3.181	0.257	1.094	4.495	2.214	2.100	0.114	3.118	0.000	0.000
Amortization	0.893	1.071	0.757	0.883	0.964	1.116	-0.152	1.151	1.183	1.050
Total Expense	21.262	18.878	20.265	25.803	20.538	21.068	-0.530	20.706	17.358	17.383
Net Income (Loss)	1.136	(0.739)	0.553	0.014	0.023	0.050	-0.027	0.009	0.018	0.020
Retained Earnings	1.900	12.505	13.058	13.071	13.095	13.102	-0.007	13.106	13.121	13.133
Capital Expenditures	1.464	11.715	1.000	1.240	2.638	3.700	-1.062	1.585	0.455	0.405
FTE's	125	125	123	130	128	130	-2	128	128	128
Total Debt	0	0	0	0	0	0	0	0	0	0

Revenue

Last year 61% of Royal BC Museum Corporation operations and activities were funded by the operating contribution from the Province of British Columbia. This contribution assists to ensure the best possible stewardship of the collections of British Columbia.

During 2008/09, admission fees represented 15% of total revenue (compared with 38% during the *Titanic* exhibition). Admission fees fluctuate from year to year depending on the special exhibition being hosted; at times, fees increase to offset exhibition costs. Admission fees were not increased during the *Free Spirit* exhibition, as this project was jointly sponsored by the Province of British Columbia and the RBCM to celebrate BC's 150th Anniversary.

The RBCM makes every effort to maximize its revenue resources through its business operations. Thirty nine percent of operations in 2008/09 were supported by this revenue. This number is down from 2007/08 figures largely because the *Titanic* exhibition (2007/08) had an increased admission fee. Other revenue comprises royalties, fees for activities, fundraising, designated project revenue and grants.

Expenses

Total expenses in 2008/09 were $20.5 million as compared to $25.8 million in 2007/08 for a decrease of $5.3 million. This decrease was due to the cost of hosting the *Titanic* exhibition and the $2.5 million contribution to the Friends of the Royal BC Museum Foundation in 2007/08.

Salaries & benefits – The RBCM workforce consists largely of highly skilled full-time employees. Salaries in 2008/09 were comparable to those in previous years. In 2008/09, RBCM operations were supported by a large and dedicated group of volunteers who offered approximately 42,000 hours of service.

Building costs – The RBCM continues to upgrade its facilities and complete deferred maintenance projects. Building costs were $0.5 million lower in 2008/09 than in the previous year, because last year the RBCM had fewer resources at its disposal to direct toward building costs. Projects included exterior upgrade improvements including landscaping, installation of a retaining wall, installation of cooling fans on the main incoming electrical panel, high voltage maintenance work, purchase and installation of additional low flush toilets, purchase and installation of a wireless alarm system in temporary gallery, replacement of old fridges and freezers with new Energy Star appliances and security upgrades to add card swipe access, cameras and alarm sensors. Other expenses included hydro, water, gas, facility cleaning costs, warehouse leasing and preventive maintenance.

Taxes to the City of Victoria – In 2008/09 the assessed value of the land and buildings was reduced, resulting in a savings of $270,000. Taxes paid in 2008/09 were $0.7 million (compared to $1.0 million in 2007/08).

Other operating costs included a wide range of functions such as collections management care, insurance, security, travel, bank charges, program and exhibition management, human resources, volunteer resources, information systems, marketing and communications, general office supplies and professional services. These costs decreased slightly in 2008/09 due to an overall decline in RBCM admission revenue; as revenue decreased, operating monies were reduced in a corresponding manner.

Donations – Funds were provided to the Foundation to be used in funding future museum and archives projects at the Corporation. The contribution is part of a long-standing economic partnership to assist and support provincial museum and archives initiatives and projects through attracting federal and other foundational monies.

Exhibition costs – Expenses related to exhibitions were significantly lower in 2008/09 (with the *Free Spirit* and *War Brides* exhibitions) compared to the previous year, which saw a larger budget for the *Titanic* exhibition.

Amortization reflects planned capital investment in permanent exhibits, operating equipment and information technology hardware and software purchases.

Partners

The Royal BC Museum Corporation enjoys a long-standing partnership with the Friends of the Royal BC Museum Foundation. The Foundation operates the Royal Museum Shop, builds our membership base, supports projects undertaken by the RBCM, and collects donations, bequests and endowments. Formal endowment programs have been established through the Foundation in support of the development and care of the RBCM collections. The Foundation holds $0.6 million in an endowment fund and a further $0.25 million in restricted funds for specific projects. The Vancouver Foundation holds $0.01 million while the Victoria Foundation holds $1.7 million in endowment funds and $0.3 million in a fund to encourage and support innovation by RBCM staff.

The RBCM partners with and receives royalties from the owners and operators of the National Geographic IMAX Theatre, Destination Cinema Incorporated (DCI). This mutually beneficial agreement between DCI and the Royal BC Museum Corporation is for a 30-year period and expires in 2028.

The Friends of the British Columbia Archives is an incorporated, not-for-profit organization managed by a Board of Directors elected from its membership. Its purpose is to support and foster awareness of the BC Archives.

Food service and retail agreements enhance our financial position and provide services to our visitors. Willie's Bakery operates both the Museum Café and the Café Royale kiosk in the courtyard of the RBCM cultural precinct.

Risks and Uncertainties

Like other Canadian cultural institutions and organizations, the RBCM faces significant issues as outlined in the *2009/10 – 2011/12 Service Plan*. RBCM attendance is influenced by global trends in tourism and fluctuates when we host temporary blockbuster exhibitions. Museums across North America are grappling with a generalized trend toward declining attendance. Due to a tempered outlook for tourism in the coming years, the RBCM remains cautious in projecting revenues generated from admissions. We are in the grips of a recession that has a deep impact not only across British Columbia but across all of North America. In order to broaden the RBCM visitor base – and thereby increase revenues – the galleries need to be revitalized and the visitor experience brought into closer alignment with the public's increasingly sophisticated expectations of what a museum and archives should be.

It is difficult to offset operating cost increases by earned revenue increases. The collections will continue to develop in size and significance, which will increase costs for care and management. If visitor levels are further depressed, our ability to fulfill our mandate may be jeopardized. The RBCM must earn greater than $6 million in annual revenue in addition to its provincial operating grant, to meet essential operating budget requirements of $18.5 million. The Province has advised it will be reducing future operating contributions that will require the RBCM to reduce program services to address this reduction in funding. Earned revenue from new sources is not increasing at the same rate as operating costs, and this places a strain on available resources.

The RBCM workforce is aging, leading to a potential shortage of professionals. Over the past two years 5% of RBCM staff retired; in the next five years, 53% of our staff will be eligible to retire. Ensuring significant time for knowledge transfer is critical. An investment in employee training and development is being made to lessen future recruitment and replacement costs.

Fundraising is vital to the success of the RBCM; however, competition for funding in an increasingly demanding market makes this challenging. The Development Department has made significant inroads this past year with regard to establishing and cultivating numerous relationships that may eventually develop into sustainable sources of revenue for the organization.

And of course, our facilities get older with each passing year. At more than 40 years of age, the Fannin tower and exhibition hall increasingly require repairs and maintenance to keep functioning. Infrastructure renewal projects will be carried out as finances permit in the years to come.

Future Outlook

Going forward, financial projections indicate modestly positive operating results. The RBCM faces increased challenges, however, resulting from a reduction in the operating contribution from the provincial government and from the moderating effects of a global recession. However, a firm vision is in place to guide the organization's progress and development.

Enhancing existing and establishing new revenue-generating activities is essential to attain our goal of financial sustainability. The fundraising success of the RBCM is necessary to the maintenance and growth of our business operations.

Capital investments are still very much required by the RBCM in order to continue to upgrade the buildings to adequately care for the British Columbia collections.

Summary

In our efforts to remain a world-renowned museum and archives while at the same time preserving BC's rich history, operating challenges are evident. Maintaining our excellent standing requires that we go forward and implement our vision with the support of government, community members and the visiting public.

Steam Train, Pocket Desert, Fraser Canyon, from the mural Splendid Diversity – 36 More Wonders of the World. *Artist, Carol Christianson, commissioned for* Free Spirit: Stories of You, Me and BC

ROYAL BC MUSEUM
Where the past lives.

Appendix A: Acquisition and Deaccession Highlights

Acquisitions

Deer mouse jaw. Recovered during recent excavations at Pellucidar II Cave on Vancouver Island, ancient jaw bones of a deer mouse (*Peromyscus*) date to approximately 13,000 years ago. This mouse apparently lived alongside the enormous Giant Short-faced bear (*Arctodus*); the bones of both animals were found in the same cave sediment. Unlike the mouse, the genus of which is now one of the most populous of the New World mammals, the Giant Short-faced bear went extinct at the end of the Ice Age.

Prothonotary warbler. A native of the southeastern United States, this specimen is an unexpected addition to the collections. The first recorded in BC, this outlier was found dead on a downtown Victoria street. We have no way of telling how or why this warbler defied the odds to stray so far from its usual range. While not for display, the specimen will be added to the reference collection for scientific study.

Bird holotype fossil. Representing a new specimen for a previously unknown-to-science genus of extinct birds, this fossil has yet to be described. An Irish bird evolution expert has studied the holotype (*holotype* means it's the first specimen to bear a new name), and it has also been used as a basis for comparison with other known birds.

Fish fossil. Donated by a private citizen in the Cache Creek area, this *Eohidon* hails from the Cenozoic era, when large warm lakes ruled BC's interior. Though that climate is long gone, a relative of *Eohidon* lives on in the Goldeye that calls the cool waters of the Peace River home.

Anchor Stone. Weighty anchor stones are a rare find in coastal archaeological sites. This one was found in the municipality of North Saanich, BC, and it dates to approximately 2000 years ago. These perforated stones served as anchors for large fishing nets and canoes.

Fire insurance plans. This generous donation from the Friends of the BC Archives consists of 82 fire insurance plans of various BC communities including Burns Lake, Cranbrook, Enderby, Fort St. John and Castlegar, 1952-1961. Fire insurance underwriters needed these large-scale urban maps to understand the physical characteristics of a structure to be insured. Detailed colour drawings show the construction of buildings, passages, fire walls, openings in walls, height and occupancy of buildings. Street widths and addresses, property lines, water mains, fire hydrants and fire alarm boxes are also denoted. This accession adds to our existing fire insurance plan holdings.

Bench books of Clement Francis Cornwall. Clement Francis Cornwall was a farmer at Ashcroft, a senator, Lieutenant Governor of BC (1881-1887) and a County Court judge (1889-1906). During his time as judge for the Cariboo district (1891-1906), Cornwall's circuit

Bench books of Clement Francis Cornwall, accession 2008.42.

included Revelstoke, Donald, Lytton, Kamloops, 150 Mile House, Ashcroft, Quesnel, Lillooet, Clinton, Soda Creek and Richfield/Barkerville. Arranged chronologically, the entries in these five record books consist of detailed notes of cases Cornwall heard, including judgments and sentencing. Most cases focus on small claims and recovery of debt but there are also naturalizations and criminal cases (including speedy trials) for theft and other criminal matters.

Soda Siphon. Etched on the side of this 1930s soda siphon is the notation "Bottled by William W. Duncan, Victoria." Soda or carbonated water was very popular during the 1920s and 1930s to dilute alcoholic drinks and make them more socially acceptable. It was also used to dilute cordial drinks such as orange smash. William Duncan operated a moving and storage company, and for a time also a bottling works at 522 Bastion Street. This siphon was made by the British Syphon Company of London.

Tom Fyles fonds, accession 2008.52.

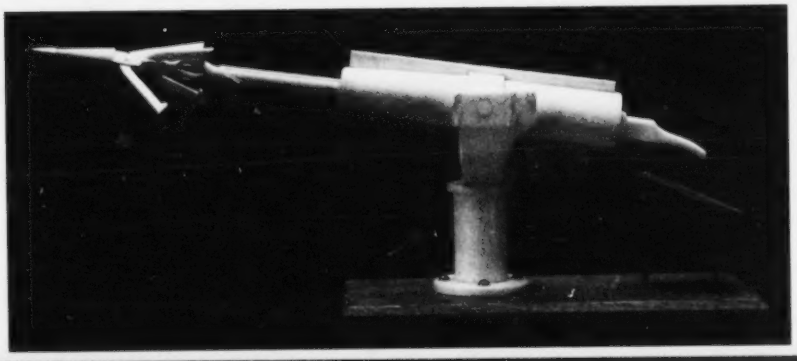
Tom Fyles accession. A renowned mountain climber and outdoors enthusiast, Mount Fyles near Bella Coola is named in Tom's honour. He was an early member of the BC Mountaineering Club and ran their club hikes for several years. In the late 1920s he joined the Alpine Club of Canada. Among the accession are photo albums documenting climbing trips from 1913-1969 and Fyles' pocket diary, which documents trips from 1913 through the 1930s and records daily activities, costs per trip, supplies, food and photos taken.

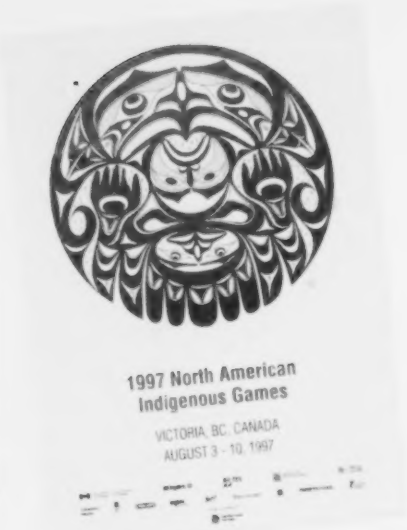
Canadian Northern Pacific Railway Company accession. This accession consists of photographs, maps and a technical drawing that document the railway line building activities of the Canadian Northern Pacific Railway in British Columbia. The company built rail lines on the mainland, from the Alberta-British Columbia border to Vancouver, and on Vancouver Island.

Model harpoon gun. Between 1905 and 1942 the Consolidated Whaling Company's fleet of hunter ships scoured the coast of British Columbia searching for and killing whales. Their main tool was the exploding head harpoon gun. This meticulously carved scale model in whale bone was made by Jim Wakelen, who worked as a blacksmith at Rose Harbour in the Queen Charlotte Islands, one of the whaling company's processing facilities.

1997 North American Indigenous Games accession. The North American Indigenous Games (NAIG) is a sporting event for indigenous North American athletes. Held every two to five years at a different North American venue, the games' mission is to support self-determined sport and cultural activities for indigenous peoples. The 1997 NAIG in Victoria saw nearly 5000 Aboriginal athletes from around North America participate in summer sports such as archery, baseball, canoeing, lacrosse, soccer, tae kwon do and wrestling. The accession consists of management and marketing files, and includes examples of bronze, silver and gold medals.

Model harpoon gun





Deaccessions

BC Archives CM/D53. Map of Beacon Hill Park by John Blair, *ca* 1888. Relocated to City of Victoria Archives by request.

BC Archives pdp8721. This framed print, *The Irish House of Commons*, 1790, by Henry Barraud in 1873 was deaccessioned to Corporate assets for disposal.

BC Archives pdp#s 321-326; 328-340; 392, 394-397. These 24 framed lithographs of statesmen, political figures and royalty (Panama and South American scenes) were deaccessioned to Corporate assets for disposal.

BC Archives accession 80-109. Five Ashlar Lodge and Caledonia Lodge certificates from the 1860s were deaccessioned and transferred to the Nanaimo Community Archives.

BC Archives MS-2818. Local Council of Women of Victoria fonds deaccessioned to City of Victoria Archives by request.

BC Archives pdp2230. A framed painting by David Howard Hitchcock (Burning Lake, Hawaii) was deaccessioned to Corporate assets for disposal.

BC Archives pdp#s 133 and 134. Two framed paintings by Frederick Arthur Verner (three women and boat on shore, and two houses on hill) were deaccessioned to Corporate assets for disposal.

BC Archives pdp549. This large painting, perhaps done on burlap, is believed to hail from around the 1960s. It was deaccessioned to Corporate assets for disposal.

Appendix B: Research, Published Articles and RBCM Publications

Below is a list of selected publications associated with current research projects authored or co-authored by Royal BC Museum Corporation staff, volunteers, research associates and collaborators.

Peer-Reviewed Articles

Cannings, Rob

Cannings, R.A. 2008. Dunes, dragonflies and dikdiks: a short trip to Namibia and South Africa. Boreus 28(1): 32-34.

*The Treeline Emerald (*Somatochlora sahlbergi*), an Asian dragonfly that entered unglaciated Alaska and Yukon during the ice ages, now interbreeds there with two related species, both common in BC – the Hudsonian Emerald and the Ringed Emerald. This hybridization, which is extremely rare in dragonflies, was discovered by Syd Cannings (RBCM Research Associate) and his brother Rob (RBCM Curator of Entomology), who are studying the evolutionary relationships among these species. Photo: Rob Cannings*

deWaard, Jeremy

deWaard, J.R., B.C. Schmidt, G.G. Anweiler, and L.M. Humble. 2008. First Canadian records of *Lampropteryx suffumata* ([Denis & Schiffermüller], 1775) (Geometridae: Larentiinae). Journal of the Entomological Society of BC. 105: 19-25.

Forsyth, Robert

Forsyth, R.G., M.J. Oldham, and F.W. Schueler. 2008. Mollusca, Gastropoda, Ellobiidae, Carychium minimum, and Ferussaciidae, Cecilioides acicula: Distribution extension and first provincial records of two introduced land snails in Ontario, Canada. Check List 4(4): 449–452.

Forsyth, R.G. 2008. First record of the European land snail *Trochulus striolatus* in British Columbia, Canada (Pulmonata: Hygromiidae). The Festivus 40(6): 76–78.

Hammond, Lorne

Hammond, Lorne F., Christopher R. Barnes, Robert H. Dennis, Marjorie J. Johns, and Gregory Kealey. "Knowledge Movement in Response to Coastal British Columbia Oil and Gas Development: Past, Present, and Future," In *Making and Moving Knowledge: Interdisciplinary and Community-based Research in a World on the Edge*. J.S. Lutz and B. Neis, eds. Montreal and Kingston: McGill-Queens University Press, 2008, pp. 197 – 221.

Hanke, Gavin

Hanke, G.F., and S.P. Davis. 2008. Redescription of the acanthodian *Gladiobranchus probaton* Bernacsek and Dineley, 1977, and comments on diplacanthid relationships. Geodiversitas 30(2): 303-330.

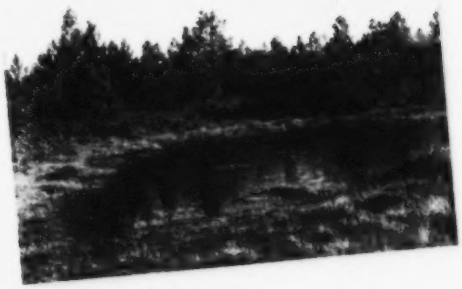
Hanke, G.F. 2008. *Promesacanthus eppleri* n. gen., n. sp., a mesacanthid (Acanthodii, Acanthodiformes) from the Lower Devonian of northern Canada. Geodiversitas 30(2): 287-302.

Hebda, Richard

Howie, S.A., T.G. Munson, R.J. Hebda, J.K. Jeglum, P.H. Whitfield, and R.A. Dakin. 2008. Restoration of Burns Bog, Delta, British Columbia, Canada. In: C. Farrell and J. Feehan, eds. Proceedings of the 13th International Peat Congress. After Wise Use – The Future of Peatlands. Volume 1. Tullamore, Ireland. 8-13. June 2008: 51-55.

Hebda, Richard. J., J.A. Burns, M. Baertsema, and A.J.T. Jull. 2008. AMS-dated late Pleistocene taiga vole (Rodentia: *Microtus xanthognathus*) from northeast British Columbia, Canada: a cautionary lesson in chronology. Canadian Journal of Earth Sciences. 45: 611-618.

Howie, S.A., P.H. Whitfield, R.J. Hebda, J.K. Jeglum, and R.A. Dakin. 2008. Lagg forms and raised bog restoration, Burns Bog, British Columbia. In: W. Rannie, ed. Proceedings of the



Burns Bog

2008 CWRA National Conference. Managing the Health of Canada's Lakes and Rivers. Gimli, Manitoba. 17-19 June 2008. 28 pp.

Howie, S.A., T.G. Munson, R.J. Hebda, J.K. Jeglum, P.H. Whitfield, and R.A. Dakin. 2008. Restoration of Burns Bog, Delta, British Columbia, Canada. In: W. Rannie, ed. Proceedings of the 2008 CWRA National Conference. Managing the Health of Canada's Lakes and Rivers. Gimli, Manitoba. 17-19 June 2008. 30 pp.

McDadi, O. and R. J. Hebda. Change in historic fire disturbance in a Garry oak (*Quercus garryana*) and Douglas-fir (*Pseudotsuga menziesii*) mosaic, University of Victoria, British Columbia, Canada: a possible link with First Nations and Europeans. Forest Ecology and Management.

Marr, K., G.A. Allen and R.J. Hebda. 2008. Refugia in the Cordilleran ice sheet of western North America: chloroplast DNA diversity in the Arctic-alpine plant *Oxyria digyna*. Journal of Biogeography 35: 1323-1334.

Marr, Ken

Marr, K., G.A. Allen, and R.J. Hebda. 2008. Refugia in the Cordilleran ice sheet of western North America: chloroplast DNA diversity in the Arctic-alpine plant *Oxyria digyna*. Journal of Biogeography 35: 1323-1334.

Non-Reviewed Newsletter Articles/Chapters

Cannings, Rob

Cannings, R.A. 2008. Grassland dragonflies. BC Grasslands (Summer 2008): 15-17.

Cannings, R.A., L.R. Ramsay, S.G. Cannings and C.R. Copley. 2008. The Dragonflies (Insecta: *Odonata*) of Northern British Columbia: Field Surveys, Collections Development and Public Education, 2000-2005. Royal BC Museum, Victoria, BC.

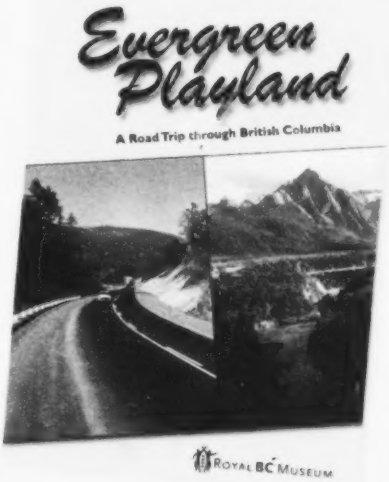
deWaard, Jeremy

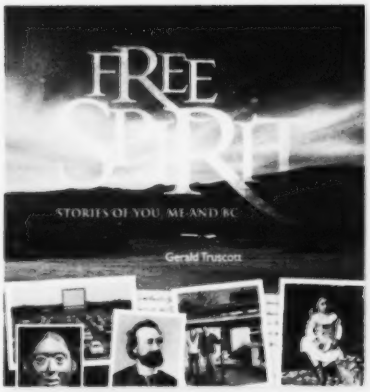
deWaard, J.R. 2008. The establishment and assessment of a DNA barcoding library for BC's geometrid moths. Report submitted to the Royal BC Museum. 103 pp.

deWaard, J.R. 2008. Mass amputation at the Royal BC Museum: Sampling BC's geometrid moths for DNA barcoding. Boreus 28: 29-32.

Forsyth, Robert

Lepitzki, D.A.W. and R.G. Forsyth. 2008. Surveys for Terrestrial Gastropod Molluscs in Waterton Lakes and Banff National Parks. Non-technical report prepared for Waterton Lakes National Park, in partial fulfillment of the requirements of Research Permit WL-2008-1891. 10 pp.





Hanke, Gavin

Hanke, G.F. 2008. Review of exotic Herpetiles in BC. VNHS newsletter, 64.6: 10-15.

Hanke, G.F. 2008. Dockside Naturalists – learn your fishes. The Victoria Naturalist, 65.2: 10-16.

Keddie, Grant

Keddie, Grant. "Artifacts Help Interpret Ancient Life: An overview"; "Buried Pots recall Early Chinese Immigrants."; "Excavating the Provincial Royal Jubilee Hospital Dump: Taking in the Garbage 100 Years Later." In: *Under Victoria*, B. Clark, N. Russell, N. Smith, eds. Raincoast Press, 2008.

Keddie, Grant. "Projectile Points of Southern Vancouver Island." In: *Projectile Point Sequences in Northwestern North America*, edited by Roy Carlson, Simon Fraser Press, 2008.

Kirkendale, Lisa

Kirkendale, L. and J. Clare. 2008. The Asiatic Clam (*Corbicula fluminea*) "Rediscovered" on Vancouver Island. The Victoria Naturalist 65 (3): 12-16, and The Dredgings 49(1): 6-8.

Publications

1. April 2008: ***Evergreen Playland: A Road Trip through British Columbia*** (DVD publication) – compiled by Dennis J. Duffy – $15.00
2. May 2008: ***Free Spirit: Stories of You, Me and BC*** (new RBCM edition) – Gerald Truscott – $39.95 (ISBN 978-0-7726-5870-8).

Visitors could pull up a seat and enjoy hands-on activities while visiting Free Spirit: Stories of You, Me and BC.

3. August 2008: ***Exhibit Companion*** (new RBCM edition) – Susan Mayes and Gerald Truscott – $12.95 (ISBN 978-07726-5602-5).
4. November 2008: ***Carnivores of British Columbia*** (Royal BC Museum Handbook; new RBCM edition) – David F. Hatler, David W. Nagorsen and Alison M. Beal – $27.95 (ISBN 978-0-7726-5869-2).

Appendix C: Public Programs

Free Spirit: Stories of You, Me and BC

March 13, 2008 – January 11, 2009

- A nine-part series of cultural presentations titled "From the World to BC" celebrated a wide range of traditions brought to British Columbia by immigrants from around the world. Punjabi dancing, Taiko drumming, Philippine folk dancing and extreme martial arts were just a few of the events offered up by community groups during *Free Spirit*.
- Four times throughout *Free Sprit's* run, the RBCM hosted popular café events, where experts and community members alike came together to talk about issues centering on culture and identity.
- Five actors were brought on board to tell stories of British Columbia history. These narratives helped contemporize the BC story by including recent figures and events, and they also helped us address some of the gaps in our collection. We also sent actors from Story Theatre Company across the province to engage British Columbians with the RBCM collections during the *Free Spirit* Conservation Road Tour.

10th Annual Vancouver Island Regional Heritage Fair

May 2, 2008

The Historical Heritage Fair offers local Grade 4 to 9 students the opportunity to exhibit their original Canadian history projects. Several of the projects were selected for display at the National Historical Heritage Fair in July.

Remembrance Day Commemorations

November 5 – 11, 2008

In partnership with Veterans' Affairs Canada, the RBCM set aside a week for

Remembrance Day commemorations to honour the role Canadians have served in conflicts and in peacekeeping around the world. In 2008, all programming was offered free of charge for the first time ever. The week-long commemoration gathered local organizations, community groups, veterans, military personnel and the public for true stories, demonstrations and models. An estimated 12,000 people shared in the exhibition over the course of the week.

Polar Perspectives Series

November 24, 2008
With the support of the Alliance of Natural History Museums of Canada and in conjunction with International Polar Year, 50 high school students joined a one-day workshop at the RBCM about issues in the Arctic. The day included sessions with experts and a chance to videoconference with students in Nunavut. An evening talk ensued, hosted by Arctic experts and attended by 120 members of the community.

Christmas Programming

December 7, 2008 – January 4, 2009
Costumed storytellers shared the holiday spirit with museum visitors through songs and tales. Traditional decorations and the sounds of the Christmas season lit up Old Town in the modern history gallery, and seasonal programming delighted visitors to Helmcken House.

Light-Up and Carol-Along at the Carillon

December 7, 2008
The Christmas season rang out through the streets at the annual Carol-Along, accompanied by Provincial Carillonneur Rosemary Laing. Led by the Newcombe Singers, the crowd of over 100 joined in with traditional carols, followed by hot chocolate. As dusk fell, the Netherlands Centennial Carillon was lit up for the first time in its history at the RBCM.

An Old-Fashioned Christmas at Helmcken House

December 20, 2008 – January 4, 2009
Christmas traditions and seasonal celebrations were celebrated, Victorian-style, in this popular educational program.

School Programs

On-site school programs in a variety of subject areas have been offered every year for nearly 30 years at the RBCM. Programs include:

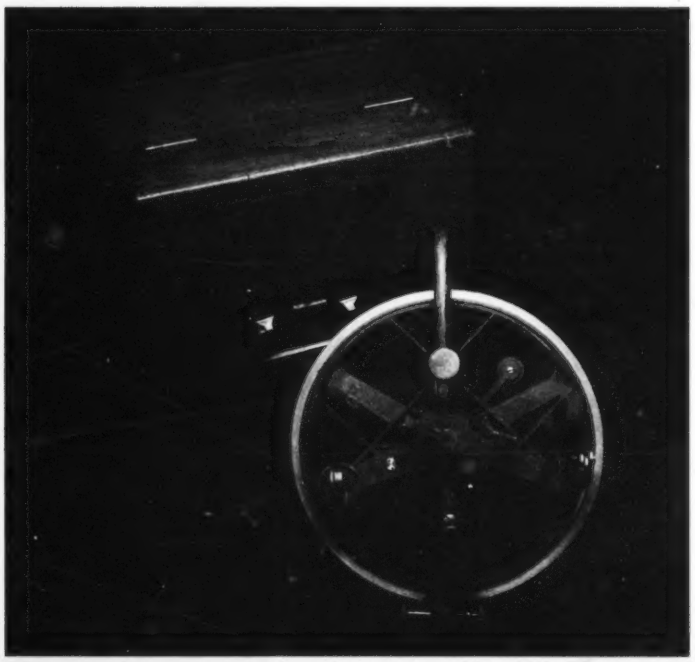
- Fins, Feathers and Fur: Grades K/1
- A Century Ago: Grades 2/3
- Our Changing Climate: Grades 4/5
- Wealth from the Ground: Grade 5

Adult Tour Program

Volunteer guides conduct tours of the permanent galleries, provide orientations for incoming volunteers and host visiting dignitaries. As a value-added experience, visitors can join a 60-minute tour of one of the three main galleries for an in-depth look at the cultural and environmental history of BC. The apprentice docent program continues to recruit and train new volunteers who are eager to share the BC story with the world.

Gallery Animation

These educational cart stations dot the galleries on weekends, especially during the winter months. With touchable artifacts, the carts offer hands-on learning about things like whales, bears, mammoths, flight and gold panning. Docents provide an engaging and in-depth analysis of each cart's contents.



Reflecting circle
Land surveyors once used a reflecting circle to establish longitude by measuring the distance between the moon and a nearby star. This one was owned by Robert Homfray, an early land surveyor in British Columbia. Homfray came to Victoria in 1858 and set up his own business in 1860 having worked in Nevada and California. He had also trained for several years under the noted British engineer I.K. Brunel. Much of his survey work was around Victoria but he did undertake survey work in 1861 on Alfred Waddington's proposed route to the Cariboo from Bute Inlet.

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